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Marshall Field and Company

The Life Story of a Great Concern

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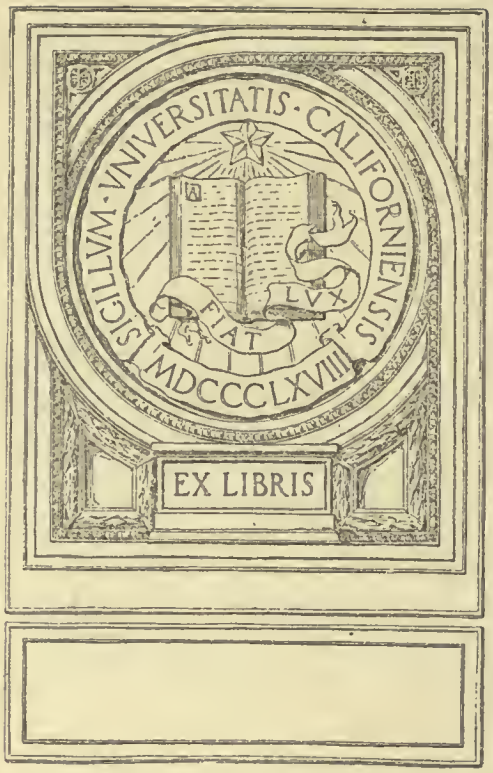
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MARSHALL FIELD AND COMPANY

THE LIFE STORY OF A GREAT CONCERN

MARSHALL FIELD AND COMPANY

THE LIFE STORY OF A GREAT CONCERN

By
S. H. DITCHETT
Editor of the
Dry Goods Economist

UNIV. OF CALIFORNIA

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INTRODUCTION

REALIZING the salient position which the Marshall Field & Co. institution, through its retail, wholesale and manufacturing activities, holds in American merchandising; realizing also the value an authentic history of that great concern would have for dry goods men throughout the world, the Dry Goods Economist prepared and published serially the chapters which comprise this volume. This life story of a great concern is based on facts obtained at first hand not only by the Economist's editor but also by W. L. Pollard, a former member of the Economist staff, who made the initial investigations. Both the editor and Mr. Pollard spent many days in the Marshall Field & Co. establishments in Chicago and also at the firm's manufacturing plants in North Carolina and Virginia.

Showing as it does the broad policies and sound principles on which the Marshall Field & Co. business has been built up and maintained, the series has aroused keen interest among business men in this country and abroad. We feel, therefore, that the publication of the series in book form will meet a real and general demand.

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CONTENTS

CHAPTER I—EARLY DAYS OF THE FIRM'S FOUNDER 11

CHAPTER II—MARSHALL FIELD BECOMES AN EXPERT SALESMAN . . . 15

CHAPTER III—FORMATION OF FIRM OF FIELD, LEITER & CO. 20

CHAPTER IV—RETAIL REMOVED TO STATE AND WASHINGTON 25

CHAPTER V—QUICK WORK FOLLOWS THE GREAT FIRE OF 1871 . . . 32

CHAPTER VI—JOHN G. SHEDD JOINS THE FIELD ORGANIZATION . . . 39

CHAPTER VII—THE FIRM OF MARSHALL FIELD & CO. IS BORN . . . 46

CHAPTER VIII—THE RETAIL BUSINESS IN THE EARLY 90'S 51

CHAPTER IX—JOHN G. SHEDD SUCCEEDS TO THE PRESIDENCY . . . 56

CHAPTER X—NEW MARKS SET IN RETAILING 60

CHAPTER XI—THE "STORE FOR MEN" ANOTHER STEP FORWARD . . . 66

CHAPTER XII—THE FIRST TO ESTABLISH AN UNDERPRICE BASEMENT . . 70

CHAPTER XIII—ADVERTISING POLICIES OF THE RETAIL STORE 76

CHAPTER XIV—INDIVIDUALITY IN ADVERTISING AND ATTRACTIONS . . . 81

CHAPTER XV—DISPLAY METHODS THAT HAVE WON RENOWN . . . 87

CHAPTER XVI—TRAINING OF EMPLOYEES AND PERSONNEL WORK . . . 92

CHAPTER XVII—EARLY DAYS OF THE WHOLESALE BUSINESS 99

CHAPTER XVIII—PRODUCTION AND DISTRIBUTION POLICIES EXEMPLIFIED . . 103

CHAPTER XIX—INSISTENCE ON QUALITY IN MERCHANDISE 107

CHAPTER XX—CAREFUL SUPERVISION OF MANUFACTURING PLANTS . . 111

CHAPTER XXI—VILLAGE AT FIELDALE AND OTHER TEXTILE PLANTS . . . 116

CHAPTER XXII—ZION LACE INDUSTRIES AND OTHER FACTORIES . . . 123

CHAPTER XXIII—WONDERFUL WORKROOMS IN RETAIL STORE 127

CHAPTER XXIV—SYSTEM AND METHODS IN THE WHOLESALE BRANCH . . 133

CHAPTER XXV—EFFECTIVE PUBLIC SERVICE ON MANY OCCASIONS . . . 138

CHAPTER XXVI—THE NEW YORK OFFICE AND ITS MANIFOLD OPERATIONS . . 145

CHAPTER XXVII—THE CHIEF EXECUTIVES OF THE INSTITUTION 151

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MARSHALL FIELD AND COMPANY

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CHAPTER I

EARLY DAYS OF THE FIRM'S FOUNDER

EARLY in 1850 a farmer from the Berkshire Hills and his son drove up to a little store in Conway, Mass. Entering the store, the farmer said to the proprietor:

"Jim, my son, here, wants to become a merchant. Try him out for a few weeks and let me know what his chances are."

Then the farmer drove away, leaving behind him a lad of sixteen, a shy young fellow, timorous and reserved.

The merchant put the lad to work, dusting shelves and arranging stock, and though he did his work well and worked hard, his endeavors did not seem to meet with much favor. The merchant found that while the new boy soon acquired a good knowledge of stocks and at once began a methodical record of prices and quantities, he continually annoyed his employer by suggesting changes — or "improvements," as the new boy called them.

Marshall Field at twenty-four years of age

After two weeks in the store, during which the relations between employer and employee were none too pleasant, the farmer returned.

"Well, Jim, how's the son doing? Will he make a good merchant?"

"Take him away, John Field; your son will never be a merchant; he is no good. Put him back on the farm."

And so young Field, the boy of sixteen, went back on the farm, which he disliked. There he stayed for two years. During that period the family had moved, and in 1852 young Field secured his second job in merchandising work, entering the store of Deacon Davis of Pittsfield, Mass., as salesman.

Years later Davis said of him:

"He was about the queerest looking boy I ever saw when he came to work for me. He was with me four years, and though he learned fast and seemed to have an uncanny knowledge of merchandise and a remarkable memory for stocks and prices, I never thought he'd be a great merchant."

In fact, there is a story in the Berkshire country that when young Field told Deacon Davis he was going West that worthy merchant laughed at him and said:

"You go West? You'll never make a success out there. You'd better take an older man's advice and stay nearer home. You

get out there and you'll starve to death."

Young Field is said to have confidently responded: *"I'm going; and some day I'll have a store out there the doors of which will be worth more than your whole building here."*

Young Field was born on a farm in the foothills of the Connecticut River valley Aug. 18, 1834. His people were New Englanders of old stock, some of them having early settled on Cape Cod and moved to the Connecticut River valley. The boy was reared in the stern Puritanical atmosphere of repression which was the rule in the New England homes of the day. He was a farmer's son, raised in a community of farmers, yet he disliked farming, and from earliest boyhood began to plan a career for himself in some other line of endeavor.

The farmer's life of the period gave little time for recreation or emotional development. Days on the farm were long and tedious, Sundays were days of rest but devoted to religious duties. There were few books, and fewer newspapers; school terms were short, and the average boy attended but a few terms. The daughters of the farm received even less of an education. The Bible was the chief book of instruction and inspiration.

Boys of a romantic turn of mind looked forward to an adventurous life on the Western plains or planned to be missionaries. Thus, western Massachusetts supplied many notable frontiersmen, as well as numerous missionaries who carried the Gospel to the Indians of the West or to more distant lands.

Intolerance of differing views was the rule. Life was narrow and circumscribed, stern and forbidding.

Yet these very circumstances developed a mighty reserve power in the growing boy and he early learned to realize that into anything he touched he must put all of his energy. "Whatever is worth doing at all is worth doing well," was an axiom in common use.

So when young Field decided to become a merchant he consecrated his life to that vocation in the same spirit, and perhaps with as much zeal, as numbers of his youthful companions felt when they became explorers of our wild lands or gave their lives to missionary endeavor.

SCHOOLED in an atmosphere of absolute reality, imbibing from father, mother and other elders the stern code derived from a literal interpretation of every sentence of the Bible, the boy, impressionable yet shy and reserved, early developed a sane, clear view of life. Unconsciously, perhaps, yet none the less surely guided by the early impressions and teachings, he built his business on a code upright and exact as those rules of living which his parents and environment had instilled.

The period of the early '50's was the beginning of the era of Western development. Gold in California, vast prairies in the Mississippi basin, Indians and buffalo in the Northwest—all gave promise of prosperity or of excitement to the white settler who would brave the danger and migrate Westward. New Englanders by the thousands were following the lure. Most of the ambitious young men looked forward to establishing themselves in the new territories—some as farmers, others in search of adventure, many attracted by the merchandising possibilities which naturally follow settlements in a new country. Look over the names of the successful retail concerns of western New York, Ohio, the Chicago territory and the Mississippi basin and you will find store after store that was founded by some New Englander, who, possessed of the proverbial Yankee trading instinct, started a store at some frontier post.

At an early period in his career young Field decided to be a merchant, and from the day he came to that decision until the close of his long and busy life he invariably described himself by that appellation, even though in his later years the merchandising work of the great concern bearing the name of Marshall Field & Co. was carried on by men whom he had developed, while his own time was largely devoted to broad financial problems. Here is an incident which illustrates this:

A few years before Mr. Field's death a reporter for a London paper sought an interview on his life's work. Mr. Field received the reporter kindly, but refused to volunteer any information about himself. The reporter read off a list of some thirty large corporations in which Mr. Field was assumed to have important interests, and asked, was it true that he dominated these vast enterprises?

"Dominate is too strong a word. I own stock in all of them, and am an officer in practically all," was the reply.

"Then," said the reporter, "I shall characterize you as a financial genius, a banker and a builder."

"I am a merchant, and that's all you need say." And that was the final word.

Marshall Field, the farsighted merchant, the forceful merchant, the man who developed in his establishment scores of merchants who either added their energy to the expansion of the firm in which they had received their training or left and built great enterprises of their own! Marshall Field & Co., whose business has come to be looked upon as a vast university for merchants; it is difficult to state in categorical terms all that the name stands for in the mercantile world to-day. It is difficult to gage the breadth of merchandising vision of its founder—a man who, from the day of his decision to become a merchant until the day of his death, was, in his own mind, always a merchant.

Yet, on studying his career, and those of the men he developed around him, his visions and his dreams are seen to blend into fact because his great and indomitable energy forced them to become realities, and because behind every dream, every plan, every project there was an honesty and integrity of purpose that nothing could change, nothing could defeat.

From a print furnished by the Chicago Historical Society

Street scene in Chicago in the late 50's

Marshall Field, pronounced a failure and an incompetent by his first employer, judged to be a mere mediocrity by his second, through perseverance, attention to detail, and insistency on honesty and character in every dealing, realized his visions, his dreams of merchandising, and founded, in the city of his choice, what was to become a business that was to include the world's largest retail store and America's largest wholesale house and was to develop, even after its founder had passed away, great manufacturing plants producing various kinds of merchandise suitable to the needs of its exacting clientele.

MARSHALL FIELD served a severe apprenticeship in his years of work in the Davis store, from 1852 to 1855, inclusive. As was the custom in those days, the store was swept, dusted and ready for business by "sun-up," and by him, as junior clerk, these tasks were fulfilled. At an almost similarly early hour his employer reached the store, and after a brief prayer, in which all hands joined, the store was opened for the day's business.

Those who knew the Field boys at the time —his elder brother, Joseph N. Field was also employed in the town—saw in them no remarkable qualities. They were honest, industrious, dependable lads, but in neither was there apparent any sign of genius.

Young Field, however, acquired remarkable knowledge of the store's stocks and prices. He carried in his pocket a memorandum book in which all goods were listed, but so accurate was his memory that seldom did he find it necessary to refer to these data. His ability to sense the wants of his women customers, especially in the dry goods lines, was another thing which aroused favorable comment, and though he was the junior clerk numerous customers would ask that Field be allowed to serve them.

Outside of the store, shy and diffident as he was and afflicted with the bashfulness of youth, few were attracted to the young man. He did his work with painstaking thoroughness, was kind, considerate, courteous and eager to serve; yet he had few associates, and no record can be found of anyone with whom he was on a basis of intimacy. It was later said of him by a trusted advisor that "Marshall Field could not draw love and affection, but he *did* draw respect and admiration."

To these characteristics, apparent in his early days, is doubtless traceable his consistent adherence to this principle in the buying and selling of merchandise: not how cheap it could be sold but how much service it would give to the customer.

There was indeed in Mr. Field's nature a strong religious cast. He always held in deep reverence his early home life and his people. Someone wrote of his mother, "She reared her sons to avoid the appearance of evil and to regard a fixed bad habit as one of the dangers always threatening success."

Clipped from some paper, Marshall Field carried this quotation with him for many years. Shortly before his death, when asked what had contributed to his success, he handed the extract to his questioner and asked him to read it. Then said Mr. Field:

"That helped."

Marshall Field's departure from Pittsfield and his arrival in Chicago took place early in 1856.

His removal was preceded by that of his brother, Joseph. The latter also selected Chicago as the city for his career and shortly before Marshall Field started for the West had obtained employment in a commission house on South Water Street.

Before he left Pittsfield, young Field made the acquaintance of J. Pierpont Morgan, who afterward became such a power in finance. Some business relations with Deacon Davis caused Morgan's father to take a trip to Pittsfield.

He brought with him his son, and Deacon Davis gave to Marshall Field the task of entertaining the young visitor during his stay in town. The acquaintanceship thus formed later ripened into a warm friendship, which lasted throughout the lifetime of these two great men.

CHAPTER II

MARSHALL FIELD BECOMES AN EXPERT SALESMAN

WHEN he arrived in Chicago, young Marshall Field was just entering his twenty-second year. He had, as has been shown, served his apprenticeship and been well grounded in an exacting school. Love of truth, devotion to work, ability to endure long hours of toil and the habit of self-denial had become the mainsprings of his life.

His first move was to acquaint himself with the best stores in the city.

Although the streets were unpaved and, for the most part, muddy and mean, and though its residents and visitors were rough and untutored, Chicago in those early days possessed stores that were well known, even in the East. The most prominent were those of Cooley, Wadsworth & Co. and of Potter Palmer. The business of Cooley, Wadsworth & Co., located at what are now Nos. 42 to 46 Wabash Avenue, was largely wholesale, while the Potter Palmer store, at 112 Lake Street, led in the city's retail trade.

It was with the former concern that young Field obtained employment. Shortly afterward the firm became Cooley, Farwell & Co.

The concern had the reputation of being one of the best posted of the Chicago houses and as having the best methods in connection with the granting of credits.

The West of that day was so new that there were no credit standards. Commercial rating agencies had not been dreamed of. Each applicant for credit had to be judged on his individual merits, and the credit man had to be a mighty good judge of human nature. For the Western country was filled with speculators, with gamblers, with men who had migrated for a variety of reasons, some of them shady enough. Yet, among them were honest, hard working, energetic and loyal men, who were striving to establish farms and homes, and businesses, and by so doing build up the West. It was this class of customers that Cooley, Farwell & Co. sought. Some of them might not have as much ready cash as their speculating neighbors, but they were stable, reliable and trustworthy.

Chicago, too, was becoming a great wholesale center. Salesmen were traveling as far west as the Mississippi and into the new country toward the north. Applications for credit, therefore, were coming in from many sources. In many cases the applicant for credit could not visit Chicago; so credit men from the Cooley-Farwell store, by team or saddle horse, if necessary, took periodical journeys, visiting little settlements in the woods or on the plains and interviewing the local storekeepers.

Thus the concern became widely known for its extensive and accurate knowledge of the West and of Western conditions. Moreover, John V. Farwell, its junior partner, had early made a study of Western commercial life, and he had established for his concern a credit standard considerably more strict than that which usually prevailed in those days. As a result, the house enjoyed an enviable reputation in financial circles and among the importers and manufacturers of whom it bought.

THE Potter Palmer store stood at a short distance from Cooley, Farwell & Co.'s. Palmer had come to Chicago from Oneida, N. Y., where he had owned a retail store. He, too, was of New England stock, and, while described by some of his contemporaries as a "Yankee trader," he apparently sensed the customer's point of view more clearly than did most retailers of that day. In later life Mr. Palmer was described as "the first merchant in the Northwest who was not a mere trader." Yet he had a keen instinct for trading, and one of the rules prevailing in his store in the early days was: "Get

cash for your merchandise, if possible; but, if you can't get cash, take furs."

Most of the Chicago stores in the late 50's dealt in almost everything, from tallow candles, coffee, whiskey and tobacco to dress goods and crude furniture. Some were run partly as taverns, rooms above the store being provided for visiting customers. Mr. Palmer, however, dealt almost exclusively in dry goods and lines closely allied thereto. The store also differed from the majority of the city's large retail businesses in that although it had a wholesale department Mr. Palmer devoted most of his time and attention to the upbuilding of his retail trade.

From a print furnished by the Chicago Historical Society

State Street, Chicago, in the late 50's

It was a principle with Mr. Palmer that if a customer bade fair to prove reliable no effort should be spared to get his trade. Particular care, however, was always exercised in the granting of credit.

Mr. Palmer, moreover, was as jealous of his own credit standing in the Eastern markets as he was exacting as to the granting of credit to his customers. Thus, at a time when Eastern distributors and manufacturers were having continual trouble with their Western customers, his house early became known as one of the most reliable and prompt in payment in the United States.

In reaching out for trade, Mr. Palmer extended material aid to such worthy customers as needed assistance. His wholesale department lent its financial backing to stores in struggling towns and in various other ways created the feeling that the concern was eager to aid in the upbuilding of the new settlements.

Mr. Palmer had early become a heavy investor in Chicago real estate, and by 1856 he was the owner of many large and valuable holdings. This interest brought him into close touch with the civic, industrial and financial powers of the growing city. He

also won a prominent place in Chicago's social circles. Thus the Palmer store came into close contact with all the desirable elements of the center. The business was also fostered by the spirit of loyalty developed among the employees as a result of the attention given to their welfare and the pains taken to inspire them with a desire for industry and thrift.

The success of the Palmer store was largely instrumental in Lake Street becoming the retail center. Other firms located there, and the thoroughfare continued to enjoy the activity and prominence it had won until the removal to State Street, some years later, of Field, Palmer & Leiter, the successors of the Potter Palmer concern.

Among the firms doing business on Lake Street at the time of its heyday in the retail world was the T. B. Carter Co., in whose store there worked as an errand boy Henry J. Willing, who later became an important factor in the development of Marshall Field & Co.

IN Chicago Marshall Field made as careful an analysis of the Cooley-Farwell business and of the Western market as he had of the stock and prices of the Pittsfield store. From "drummers" and frontiersmen, from the Cooley-Farwell credit men returning from their trips, from Government officials and from other sources he gleaned authentic information. He learned of the districts where migrants from other sections were settling, and of the possibilities such localities pre-

Lake and State Streets in 1860. *The Field, Palmer & Leiter store building was in the center of this block.*

sented. All such data he jotted down in his little memorandum books, but, again, so retentive was his memory that reference to his notes was seldom found to be essential.

So it happened that after he had been with the house but a short time salesmen about to visit a territory for the first time were referred to him for information. Settlers bound West also would stop at Cooley, Farwell & Co.'s to talk with young Field about the land they were entering.

His knowledge was considered all the more remarkable because of the territory he was describing or discussing he had seen but little. He had, it is true, gone into the territory with certain of the road salesmen, but these trips were infrequent, for together with his study of the West he was fast becoming expert in salesmanship and in merchandising. And having proved himself a highly efficient salesman, alike in the retail and in the wholesale, his services were always in requisition at the store.

Those who sought him to learn about the West usually gave him their custom in supplying their immediate wants. In this direction he was aided by his intimate knowledge of the use, construction and value of the merchandise he offered and by his intuitive understanding of what would suit the customer. His shyness and aloofness still remained with him and probably proved an aid in the acquisition of knowledge, for he spent most of his spare time in talking to travelers or in studying merchandise. He resided in an unpretentious rooming house, and few were his acquaintances outside of business hours.

His brother, Joseph, is credited with the remark, "If Marshall had anything to sell, he would sell it if a customer came in; if a customer did not come in, he was not above going out and finding one." And it is true that much of his success with Cooley, Farwell & Co. was due to this trait.

Field was abstemious. He did not associate with the boisterous crowd that made up a large part of Chicago's younger business community at that time. He did not gamble or associate with the gambling element. Yet he made it his business to visit the taverns, so as to get in touch with possible buyers. His accurate and seemingly inexhaustible fund of information as to the West, its conditions and possibilities, readily won for him attention. Men sought him out for information. These interviews often led to orders.

In all his dealings with customers he was so painstaking, so candid, and evinced such sterling honesty and integrity that instinctively each of them said to himself, "That young fellow's all right; I'll come again." And come again he did, until in a few years young Field had built up a large personal following, who came to him season after season with their orders.

Thus as time went on young Field became so important a factor to his employers as to be considered almost indispensable. He early became known as the best salesman in the store, and Mr. Farwell is quoted as saying of him, *"He was the successful salesman."*

ABOUT the time Field entered the employ of Cooley, Wadsworth & Co. there came to the concern a young man named Levi Z. Leiter. Having had some experience in bookkeeping and in credits, Leiter was assigned to that class of work. In his work as a salesman Field came into close touch with the credit department, and in a short time the two young men found that they had much in common. They discussed in considerable detail the business affairs of their house.

From young Leiter Field received valuable information in connection with accounting and credit methods. Field, in turn, was able to give his associate facts as to conditions in the Western country that were a help in reaching decisions as to the extension or withholding of credit.

Thus the association between Field and Leiter developed. It would be inaccurate to call it friendship; rather was it an association for mutual advantage, founded on the respect which each had for the other's abilities.

Utterly dissimilar as were these young men in their tastes, their ideas and their manner of living, yet each had a vision of founding a big store in Chicago; each held in high respect the other's integrity and business judgment.

Field made fewer friends than Leiter did. He was more independent, imperious and reserved. But the friends he did make were drawn to him by his quiet dignity, his calm constraint and his princely bearing. These qualities, indeed, aroused in those who met him both admiration and respect.

And, as is not infrequently the case with those who do not "wear their heart upon their sleeve," running through his nature there was a warm current that led him during his later years to place hundreds of his old-time friends on pensions, caused him to be loved by scores of children living in his neighborhood and had much to do with his becoming one of the nation's greatest philanthropists.

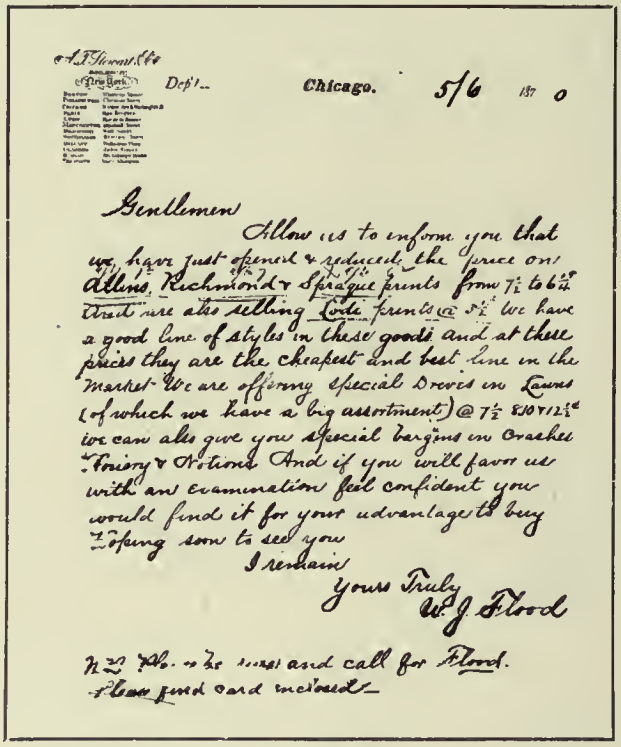
Early in 1862 a reorganization of the firm of Cooley, Farwell & Co. took place, Mr. Cooley dropping out. To Field, at that time in his twenty-eighth year, there was offered a partnership in the new firm. He became a heavy stockholder. For a time the firm continued without change of name. Afterwards, however, it was known for a time as Farwell, Field & Co.

Marshall Field was said at that time to be worth something like $30,000, practically all of which he had acquired within six or seven years.

CHAPTER III

FORMATION OF FIRM OF FIELD, LEITER & CO.

DURING his connection with Cooley, Farwell & Co., Marshall Field had been studying the methods and ways of doing business employed in the retail trade by Potter Palmer. Indeed, throughout his career, beginning with his Pittsfield training, the retail business enlisted his chief interest and attention. And when it became known that Palmer had decided to retire from active participation in the affairs of his store —this was a few years subsequent to Field's purchase of an interest in Cooley, Farwell & Co., or, to be exact, in 1865 —Field went to him and made a proposition for the purchase of a part interest.



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Gentlemen

Allow us to inform you that we have just opened & reduced the price on Allens, Richmond & Spraque prints from 7½ to 6¼ cts and are also selling Lodi prints @ 5½ we have a good line of styles in these goods and at these prices they are the cheapest and best line in the market. We are offering special Drives in Lawns (of which we have a big assortment) @ 7½ 8 10 12½ cts we can also give you special bargins in Crashes Toilings & Notions And if you will favor us with an examination feel confident you would find it for your advantage to buy Yours. soon to see you

I remain

Yours Truly

W J Flood

N.B. Mr. Field must and call for Flood. Please send card inclosed

Letter to Field, Leiter & Co., quoting prices; from W. J. Flood of the Chicago branch of A. T. Stewart & Co.

Palmer had watched Field's progress and after due consideration an arrangement was entered into whereby not only Field but Leiter also acquired an interest in the Palmer business and disposed of their interest in Cooley, Farwell & Co. The new firm was known as Field, Palmer & Leiter.

Thus, at the age of thirty-one, Marshall Field became the leading partner in Chicago's largest and most prominent retail store, an establishment that for years had dominated the retail trade of the city, had become the corner stone of the retail center, and was commonly spoken of in the East as "the A. T. Stewart store of the West."

In the new firm Mr. Palmer's interests were largely looked after by his brother, Milton Palmer, who took an active part in the business. It is proof of Potter Palmer's confidence in the integrity and ability of Field and of Leiter that he thenceforth devoted the greater part of his time and energies to his other interests and participated in the affairs of the retail concern only in an advisory capacity.

LOOKING back over the period of young Field's early boyhood and the thirteen years which elapsed from the time of his first mercantile experience at Conway, Mass., to the founding of the firm of Field, Palmer & Leiter, it is easy to see how his early training and experience, as well as the inherent qualities of his remarkable personality, aided him in pushing forward from one point of vantage to another. In the Pittsfield store he was thoroughly grounded in the principles of merchandising and in the knowledge of merchandise. At Cooley, Farwell & Co.'s he learned the underlying factors essential to the up-

building and maintenance of a great wholesale business; and through his study of Potter Palmer's methods he acquired an understanding of what even in these days of scientific management might well be termed progressive retailing.

On this subject John G. Shedd, the present head of Marshall Field & Co., recently said:

"The training enjoyed in the first ten or fifteen years of a man's life determines the depth of character in that man; and so the first ten or fifteen years of the life of a business determines the character of that business. This business was founded on character and in the light of fair dealing as seen and understood by some of the best merchants of the age; and to the early work of these men we owe our success."

With the purchase of the Palmer store, the career of Marshall Field really began. Our country was then in the final throes of the Civil War. The financial outlook was uncertain. For the American business man the approaching years were to be among the hardest and most difficult in our history. Thus, Field and Leiter, in assuming their new financial and mercantile responsibilities, had mapped out for themselves a journey that was to lead them over many a rocky road before they approached the mountain-tops toward which their visions were to lead them.

The people of Chicago and the territory it served during the '50's and '60's of the last century were mostly of pioneer type. Their needs were meager; they demanded only the coarsest of clothing and of food. Many of the necessities of life were raised on the farm, and most of the stores of the time were content to sell the staple merchandise demanded by these early settlers.

Potter Palmer, however, as suggested in our first chapter, had a broad vision of the demand that could be created. In addition to the staples, his house sought to carry merchandise of a better quality and possessing a greater style element than that of his competitors.

In the Palmer retail store too the merchandise excelled in style and in quality, for its owner strove assiduously to create a demand for a little better grade of merchandise and then to imbue the public mind with understanding and appreciation of the goods he was selling.

When Marshall Field and Levi Z. Leiter joined the Palmer store this policy was continued. Field, in particular, brought to the concern an understanding of the West; a knowledge of its needs and its possibilities, and a sympathy with its yearnings or desires that was unequaled by that of any merchant in Chicago.

He knew that a new generation was developing in the West, one with which he himself was in close touch. Yet so stern had been his early training and so strict were the rules he had set for himself as to financing and credit-granting that he could not tolerate the idea of speculation or "plunging," favored though they were by some of his friends of that new generation.

During the Civil War there had gathered in Chicago many strangers from other centers, whose trade in cotton and other Southern products had been cut off. Most of these had been in business along the Mississippi River. St. Louis had been their headquarters, but because of the disturbed conditions there they had moved north to Chicago.

The inflation of the currency resulting from the need of financing the war had created opportunities for many speculative ventures. The true Westerner was a hard-working man, with little taste or time for ostentation or display, and Chicago social life was of a quiet, "homey" kind. The newcomers, with some ready cash, glib tongues, and quick-working brains, soon succeeded in developing a different kind of society, one that proved very attractive to many of the young men and to some of the young women. Gambling in various forms was carried on openly and without restriction, to the detriment frequently of strangers in town.

Later on, learning from their victims of

the great undeveloped reasources of the West, many of the speculative sharks forsook their gambling outfits in the hotels and barrooms and embarked in more or less risky ventures in the further West. Thus a new type was added to the adventurers of the ante-bellum days, and thus the risks Chicago business men were called on to face were greatly increased.

For a decade, indeed, reckless speculation was prevalent throughout the West. Today a firm would be on the crest of the wave, tomorrow it was engulfed. Seldom could the value of property be accurately gaged. Hence, the element of *character*, which Field had held right along must be the essential backing of every credit transaction, acquired new and additional importance.

Levi Z. Leiter, having been thoroughly grounded in the handling of credits, had become the credit man of the new firm. Less conservative than Field and willing to take greater risks in business transactions, his policies were often at variance with those of Field, and frequently the restraining hand of the latter had to be stretched out.

Retail Department.

Field, Leiter & Co.,

DRY GOODS,

110, 112, 114 and 116 Lake Street.

We take great pleasure in calling your attention to our LARGE and SUPERIOR FALL STOCK, and the great advantages we offer you for the purchase of your Goods in our retail rooms.

Purchasing our goods in large quantities direct from the

EUROPEAN and AMERICAN MANUFACTURERS and AUCTION,

We obtain them without paying any intermediate profit, and are thereby enabled to offer every article at the LOWEST POSSIBLE PRICE. Our foreign goods are selected with much care by our Mr. Field, now in Europe, with especial view to the wants of our trade.

Our great success has resulted entirely from appreciating the wants of the people—keeping the best goods, and selling

EVERYTHING CHEAP.

In all changes of the market, our aim is to keep every article MARKED DOWN to the lowest market price.

If, when you get your goods home, and do not find them entirely satisfactory, please return them and your money will be refunded.

Yours truly,

Field, Leiter & Co.

A Field, Leiter & Co. advertisement of 1866-67. *Note the last paragraph.*

The new firm of Field, Palmer & Leiter was capitalized at $600,000. Had it not been for the chaotic conditions which had been created by the war and were by no means immediately dispelled by peace, this sum would have been ample to carry the firm along in good shape. But the firm's second three months were months of trial. Indeed, rumors were current that the firm was in a bad way financially.

Gradually, however, business conditions improved. During the latter half of the twelfth month the firm prospered, and the year 1866 brought a still greater volume of business. Long delayed improvements and settlements in the West were taken up with vigor, and there was an increasing demand for merchandise. It has been declared that practically any firm in Chicago which at that time had a steady supply of merchandise could find an almost unlimited market.

Such prosperity did Field, Palmer & Leiter enjoy that in the latter part of the year Field and Leiter entered into negotiations with Potter Palmer for the purchase of the

latter's entire interest. A deal was finally consummated whereby Field and Leiter came into control of the business. It is noteworthy that while some borrowing had to be done much of the money needed for the transaction was derived from the profits of the business.

Thus, early in 1867 the firm became Field, Leiter & Co., with Marshall Field and Levi Z. Leiter owning about two-thirds of the entire capital stock.

FIELD and Leiter commenced a systematic effort to stimulate and guide the taste of their public. In fact, it was said in those days that the aim of Field, Palmer & Leiter and later of Field, Leiter & Co. was not only to sell merchandise, but to educate the people of Chicago and of the West and Northwest to an understanding and knowledge of merchandise that would enable them to buy intelligently.

Repeatedly the firm, in its newspaper advertisements, emphasized the fact that the store was a strictly one-price institution, that its merchandise was sold on merit, that all goods could be exchanged if not found satisfactory.

A goodly proportion of the concern's business, especially on quality merchandise, was of a "charge" nature. But never did the firm sacrifice promptness in payment to its desire for sales volume. Long credits were the rule in retail stores of those days. In many cases two, three, six or even twelve months were permitted to elapse before demanding payment. Field, Leiter & Co., however, regarded charge or credit sales in the same light as banking transactions. The policy of "short credit" was early adopted, and was so strictly adhered to that no customer, however wealthy or reliable, could obtain in the Field-Leiter store better terms than thirty days.

It was the policy of Field, Leiter & Co.'s credit department, under the direction of Mr. Leiter, to scrutinize with the utmost care the responsibility of each applicant for credit and after credit had been granted to see that each and every charge customer adhered strictly to the terms. Knowing, therefore, to a reasonable certainty how much money would be coming in around the first of the month, the concern was able to buy on what was practically a cash basis and at exceptionally close prices. This enabled the firm to carry more up-to-date merchandise than could its competitors whose methods were lax, as well as to do business on a relatively smaller capital.

The independent, originating attitude of the firm was further shown in the fact that immediately after its formation it adopted the policy of not advertising in the Sunday papers.

The following extract from a letter recently written by Mr. Shedd shows how closely this policy is being adhered to to-day.

"Marshall Field & Co. never have advertised in Sunday newspapers. They have followed the rule that six days for labor and the seventh for rest was best for employer and employee. We regard Sunday advertising as an unnecessary infraction of this very wholesome, many-century old religious dictum, and are glad to follow it.

"We are said to have the most wonderful display windows in the world, covering four sides of a block. The curtains of these windows are lowered from Saturday night until Monday morning, though we have been urged by many people to allow this display to go forward on Sunday.

"These decisions were made and have been carried out by the founders and owners of this institution, because they have always tried to govern their actions by their interpretation of the effect upon the public morale. As their example is followed by many merchants, they have striven to mold their policies along the highest ethical lines.

"Marshall Field & Co. believe that the fact that they do not commercialize Sunday makes for better citizenship."

Rates for advertising in Monday's papers were somewhat lower than those ruling for Sunday's. Moreover, other stores were not using the Monday paper at all; consequently, Field, Leiter & Co.'s Monday publicity at-

tracted unusual attention. Then, too, the reputation which the firm had won for carrying the right kinds of merchandise at a fair price—goods possessing great style value as well as reliable in quality—caused their Monday morning advertisements to be read widely and carefully.

Another important principle of the store's operating methods initiated in the early days and, like the non-Sunday advertising rule, continued to the present time, was the policy of working with the employees and helping them to advance.

The policy of studying each man or woman, each girl or boy, working for the concern, and then putting each in the position to which he or she was best fitted, was for several years carried on under Mr. Field's personal supervision. He delegated to others the study of his employees only when he found that their number had become so large that it was impossible for him to do all of them justice.

Another cardinal rule of the Field-Leiter store was: not to retain on its payroll an employee who gambled or used intoxicants to excess or whose conduct outside the store was in any way below the Field standard.

It became at that time and has since continued to be a law of the Field organization that the man and the opportunity make the income; that certain lines of work are not only more productive than others but require greater aptitude and deeper insight, and that such positions naturally call for higher reward than those of a routine character.

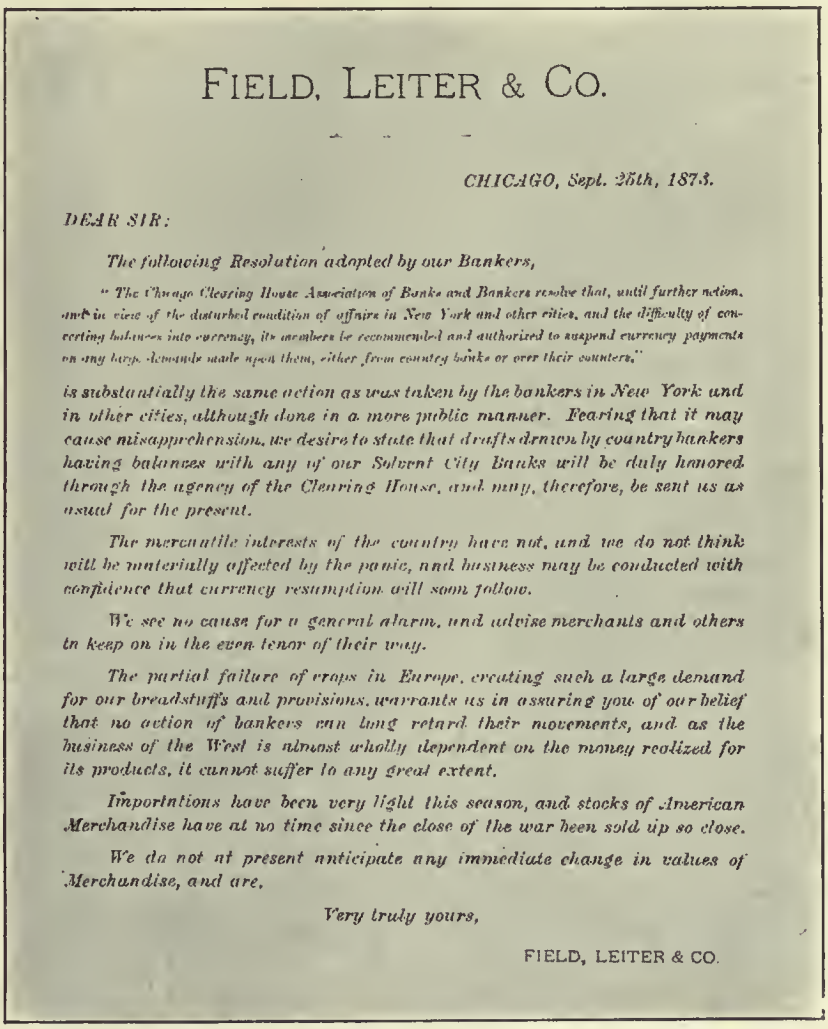
It is noteworthy that in the late 70's and early 80's, although the total personnel of Field, Leiter & Co. approximated 1000 and the locations of the two branches of the business were separated by a considerable distance, Marshall Field always found time before leaving the city for a prolonged absence to go through each establishment, shake hands with each employee and leave with him a kind word of interest and farewell. Reference has been made to Mr. Field's knowledge of human nature and his retentive memory, and in his dealings with his employees these served him in good stead.

It is said of him that once having shaken a man's hand and talked with him he could invariably recall the man to mind. In going through a department he was wont to recognize instantly a strange face and would be quick to make inquiry as to the identity of the stranger.

CHAPTER IV

RETAIL REMOVED TO STATE AND WASHINGTON

AS was recently stated in a public address by a prominent member of the Marshall Field & Co. organization, "the efficient wholesale store has made it possible for the goods which the retailer buys. The large corps of salesmen employed by the wholesaler has enabled the retailer to stock closely in accord with his selling outlet and more carefully



FIELD, LEITER & CO.

CHICAGO, Sept. 25th, 1873.

DEAR SIR:

The following Resolution adopted by our Bankers,

"The Chicago Clearing House Association of Banks and Bankers resolve that, until further action, and in view of the disturbed condition of affairs in New York and other cities, and the difficulty of converting balances into currency, its members be recommended and authorized to suspend currency payments on any large demands made upon them, either from country banks or over their counters."

is substantially the same action as was taken by the bankers in New York and in other cities, although done in a more public manner. Fearing that it may cause misapprehension, we desire to state that drafts drawn by country bankers having balances with any of our Solvent City Banks will be duly honored through the agency of the Clearing House, and may, therefore, be sent us as usual for the present.

The mercantile interests of the country have not, and we do not think will be materially affected by the panic, and business may be conducted with confidence that currency resumption will soon follow.

We see no cause for a general alarm, and advise merchants and others to keep on in the even tenor of their way.

The partial failure of crops in Europe, creating such a large demand for our breadstuffs and provisions, warrants us in assuring you of our belief that no action of bankers can long retard their movements, and as the business of the West is almost wholly dependent on the money realized for its products, it cannot suffer to any great extent.

Importations have been very light this season, and stocks of American Merchandise have at no time since the close of the war been sold up so close.

We do not at present anticipate any immediate change in values of Merchandise, and are,

Very truly yours,

FIELD, LEITER & CO.

Marshall Field and his partners kept their heads and their optimism in spite of the panic conditions in 1873

retail merchants to conduct their stores on the basis of highest efficiency. The wholesaler makes possible a more economical retail distribution, by means of lower operating cost and lower selling expense charged against supervise the bettering of his own business.

"It would be absurd expense for most merchants to shop in a thousand markets, traveling to every continent in the world in the effort to supply their customers' desires.

The wholesale store does this shopping. Its branch representatives are in all trade centers, and it profits by large scale buying. A retail merchant would have a difficult time if he had continually to repeat his shopping tours to the various manufacturers when certain lines of merchandise run low. The wholesale store carries at all times open lines of merchandise on which he may draw, and this means the kind of goods regularly in demand, which is quite different from that merchandise whose style or character soon goes out of date.

"Through the service of the wholesale the retail merchant needs only representative quantities of any given item, since he may reorder as his needs arise, by telephone, mail or telegraph, thereby eliminating one of the greatest expenses of retailing—that of heavy stocks and the risk of being left at the end of a season with quantities of unsaleable merchandise."

Even in the early days these facts were recognized by Marshall Field and his associates. They saw that the part played by the wholesale branch of their institution was not only to enable retailers throughout the West to have the advantages it provided, but also to be a powerful factor in building up Marshall Field & Co. retail business. This because the retail could draw upon the wholesale for its supplies of merchandise and thus be in a position to supply its needs with promptitude and with the right kind of merchandise.

Rapid turnover was also rendered possible for the retail by the buying facilities which the wholesale provided. And inasmuch as turnover is an important factor in conducting a business on a profitable basis Marshall Field & Co.'s retail store was able to offer reliable, attractive merchandise at an exceptionally moderate figure.

The same service that was given to the retail store of Marshall Field & Co. was also furnished by the wholesale to other merchants in the Central West, enabling them to give a degree of service to their customers which otherwise would have been out of their reach.

To the heads of many departments of the wholesale and retail then, as now, fell much of the responsibility for the development of the company's service. It was largely their task to develop a close co-operation between the wholesale and retail and to plan their methods of distribution to be of most assistance to the retail merchant in the growth of his business. This required not only keen students of merchandise, but men of fine and accurate judgment. As the organization grew, one of the most important tasks of Marshall Field was in the selection and training of these men.

The ability that Marshall Field possessed for sizing up men was an important factor in enabling him to find among his employees men fitted to become his partners.

One of the earliest of these was Henry J. Willing. As a young man, who had some experience in the selling and handling of merchandise in Chicago, Mr. Willing entered the wholesale department shortly after the formation of the Field, Palmer & Leiter firm, and soon became a prominent factor in determining the merchandising policies of the wholesale branch. In time, having saved a small sum, he invested it in the concern, and in 1867 received a small partnership interest.

With the lapse of time his partnership interest increased and with it his influence on the business, so that in the early '70's Mr. Willing had under his charge the merchandising of several of the principal wholesale departments.

To the good work of Lorenzo G. Woodhouse is attributed the development of many of the broad merchandising policies which made Field, Leiter & Co. so dominant a factor in the wholesale and retail trade of the West.

As the business grew and its selling territory expanded the further development of its credit department became essential. One of the first to achieve prominence in the credit department, under Mr. Leiter, was Harlow N. Higinbotham. He entered that department in the early days of the Field, Leiter & Co. busi-

ness, and, being quick to learn, soon became Mr. Leiter's chief assistant. He was admitted to partnership in 1879 and placed in charge of the credits, Mr. Leiter devoting the greater part of his energies to the broader financial interests of the firm.

In the course of time Mr. Higinbotham became known throughout the greater Northwest as a credit expert, possessed of unerring judgment in such matters. Adhering closely to the credit policies and the ideas established by Marshall Field—based, as said, on absolute honesty and integrity in all dealings, coupled with a demand for similar treatment from the credit customers—Mr. Higinbotham enabled his concern to set unusually high its standard for credit granting.

Mr. Higinbotham retired on Dec. 31, 1900.

In carrying on its merchandise transactions, ever increasing in amount and importance, Field, Leiter & Co. found necessary the services of men capable of properly interpreting and utilizing reports, statistical and otherwise. So broad were the operations of the concern that ignorance as to a crop famine in some remote section of the country might entail heavy losses. Handling such reports, departmental figures, and other data obtained by the firm was a young man named Thomas Templeton. He had what is known as "a head for figures." Indeed, Mr. Templeton has often been described by men who knew him well as a "master mathematician." In later years Mr. Field is quoted as saying:

"Most of the figures, reports, mathematical tables, etc., upon which we based Field policies came about as a result of Mr. Templeton's clear analyses of existing conditions and his ability to reduce abstruse statistical reports to an understandable basis, and, conversely, because of his ability to express the showings of our departments and the results of our internal policies in mathematical formulæ."

Henry J. Willing
A Field merchandising man of the early '70's

As was the case with others of the Field organization who showed exceptional ability along certain lines, Mr. Templeton was rewarded with a partnership, and when he retired from the firm was rated as a man of wealth.

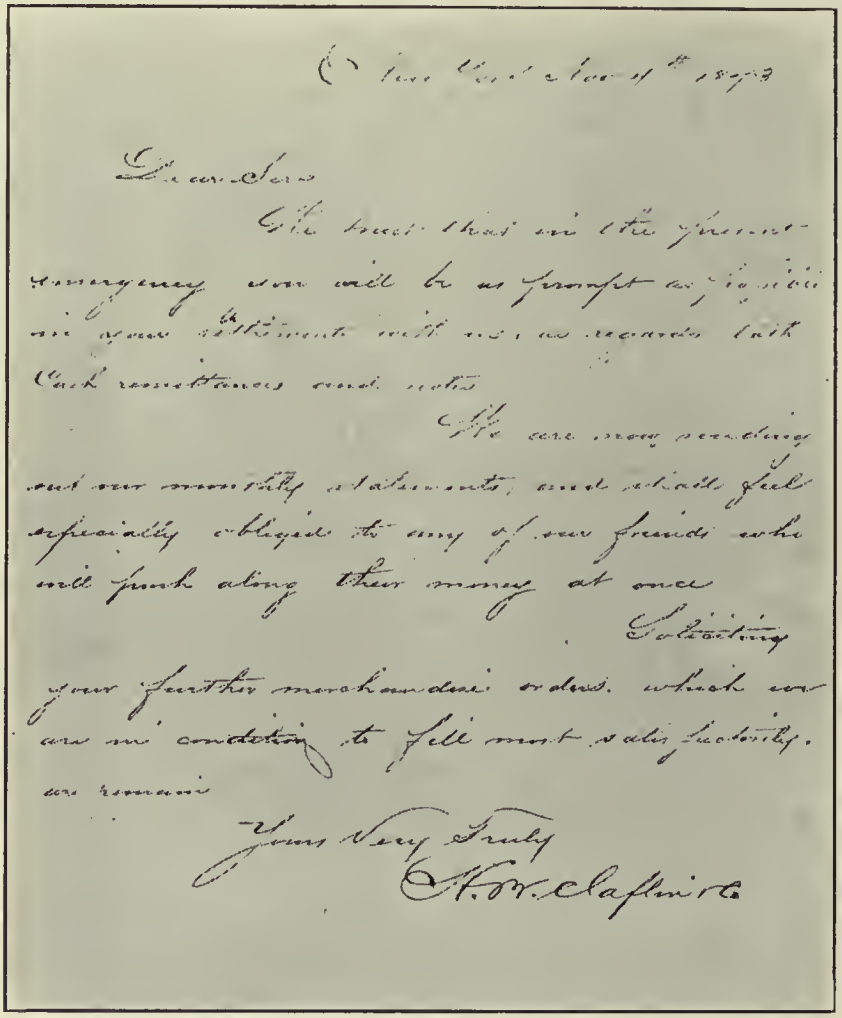
This policy of taking in as partners men of industry and ability brought excellent results. In connection with the careful selection for partnership of men who fitted into some particular niche in the business edifice, together with the placing on them of entire responsibility for that phase of its operation, it was undoubtedly a prominent factor in the concern's progress.

Although on the organization of the new firm Marshall Field largely devoted his time to the wholesale department, his heart was close to the retail part of the enterprise. His training at Pittsfield, as has already been made clear, had been in retail work, and throughout his career the retail side of the

business enlisted his interest and attention. Of the differences of opinion he later had with his partner, Levi Z. Leiter, many grew out of Leiter's desire to abandon the retail business and devote the entire efforts of the firm to wholesaling.

known the world over as the "Cathedral of All the Stores."

THE large outlets created by the wholesale and retail together enabled Field, Leiter & Co. to buy in large quantities.



Letter of H. B. Claflin & Co., induced by the financial stringency of 1873

Just about the period now under consideration Mr. Leiter endeavored to persuade Mr. Field to give up the retail store and turn the concern into a strictly wholesale house. Then, however, as subsequently, Marshall Field adhered firmly to his purpose — that purpose which culminated in the upbuilding of what is

Even as early as the late '60's and early '70's the firm on several occasions purchased direct the entire output of large manufacturing plants. This ability to buy in large quantities gave the firm still another advantage over its competitors.

In addition to relying on the house as a

source for merchandise in many cases retail merchants sought the advice of the members of the firm in connection with investments. In each instance excellent counsel was freely accorded. The wholesale house was also instrumental in spreading among its customers the standards of business practice to which it so closely adhered, and thus a sense of the merchant's responsibility to his customers and his public generally was carried into every community in the Central West.

The period was one in which an influence of this character was especially needed. It was an era of wild speculation, as already stated, and even banks were in many instances far from trustworthy. The value of the paper currency as expressed in gold fluctuated from day to day. In addition, merchants had to keep a sharp eye on the banknotes presented in payment. "Wildcat" banknotes, worthless in greater or less degree, were so common that lists of this kind of currency were regularly published.

It was, moreover, a period of falling prices. Andreas, in his "History of Chicago," in regard to the period in question, says:

> From 1865 until the date of resumption of specie payments the purchasing power of greenbacks and National banknotes continued to depreciate, and, as a result, the volume of business as shown by the amount of sales reported for several years following 1865 did not increase in as marked a ratio as during the war. To illustrate: The volume of trade in 1867 exceeded that of 1868 by from 5 to 7 per cent, yet during the same year prices on all lines of dry goods, and particularly on domestic goods, declined from 7 to 8 per cent. It may be seen that with such a fall in prices it was necessary to increase the amount of sales, that the quantity of goods sold should be largely in excess of that in the year preceding.
>
> It is worthy of note, in this connection. that the loss resulting from the depreciation in prices, fell most heavily upon the retailers, many of whom found themselves unable to replace their stocks with sufficient rapidity to pay the expense of handling any addition to the loss resulting from shrinkage in quoted values.

Naturally, a wholesale concern which largely acted as its own banker and which took care to be always posted on values of currency and allied matters was in a position to render constantly valuable service to the merchants in the small country centers which were the rule in the West in those days.

In various other ways, too, some of them seemingly of minor importance, Field, Leiter & Co. stood ready to aid their customers. One such example is presented in the case of a merchant who had a brother located "somewhere in Europe." Correspondence between the brothers had languished and finally ceased and the one in America, in his desire to locate his relative, appealed to the Field organization. The result was that through the firm's foreign connections the brothers were finally brought into touch with each other.

MEANWHILE, the firm was profiting by the rapid development of the territory it served as well as by its own growing and spreading reputation. It is declared that one year during the early '70's saw the beginnings of no less than five hundred new towns or villages in what we now know as the Middle West. Each of these meant the starting of a new store, a potential customer of the Field-Leiter organization, and its salesmen, ever eager for business, were quick to be on the ground in order to avail themselves of the new opportunities.

But before this desirable condition was reached the firm, as already suggested, was called on, along with other American houses, to surmount—or succumb to, as many did—extraordinary difficulties. For in 1873 there came a panic, largely as a result of the fever of speculation to which reference has been made, largely, too, because of the demoralization in certain sections of the country which was a natural sequence of the Civil War.

Cities, counties and even States repudiated their public debts; thousands of business men and firms became bankrupt. It is reported that on one day in New York five prominent merchants committed suicide. In Chicago many firms were tottering. In short, the financial fabric of the country seemed on

the point of breaking down, and in Chicago, as in other mercantile centers, the situation became precarious in the extreme.

So great was the prominence which even at that time the firm of Field, Leiter & Co. had gained in its community and everywhere in the West that in the frenzy of their perplexities merchants asked each other with bated breath, "What will Field's do?"

The answer was ready even before the question began to be asked.

No sooner had the little cloud, "no bigger than a man's hand," yet portentous of widespread disaster, made its appearance on the financial horizon than Field, Leiter & Co. began to shorten sail. The granting of credit was restricted, collections were gotten in wherever possible, and the purchase of merchandise was confined to provision for immediate needs. At the most acute period, when the credit of the country's banking institutions was at least uncertain, Field, Leiter & Co., in order to help their customers and avoid delays occasioned by the current refusals to cash drafts, issued a circular to their customers advising them to remit gold and currency by express.

Again during this crisis Marshall Field's intimate knowledge of the Western territory, and its resources, came into effective play. Not only were applicants for credit as well as accounts already standing carefully scrutinized by Mr. Leiter and Mr. Higinbotham; they had also to pass the searching study of Mr. Field. In this work the banking organizations at various points which Field, Leiter & Co. had associated with them as correspondents rendered valuable aid in the form of information.

Thus, Marshall Field's insistence on the thorough scrutiny and consideration of each application for credit and his constant study of the conditions under which the customers of the wholesale branch were doing business were tremendously effective in helping his concern to ride out the storm. Not only this, but they impressed themselves so deeply on other merchants that to Field, Leiter & Co. is given credit in large degree for the stability acquired by other concerns in the West and Northwest.

Speaking on this subject recently, President John G. Shedd, said:

"If this country has anything for which to thank Marshall Field & Co. it is that its predecessors, Field, Leiter & Co.—composed of such sterling characters as Marshall Field, Levi Z. Leiter, Henry J. Willing, Lorenzo G. Woodhouse, Joseph N. Field and Harlow N. Higinbotham—impressed on Chicago, the West and the great North and Southwest the basic idea of character as an asset and as an important factor in determining a merchant's right to credit.

"Adherence to the principle enunciated by Marshall Field and consistently adhered to by Field, Leiter & Co. and Marshall Field & Co. has carried the great Western country through times of stress and of panic, and has built in that country a strong credit foundation. Furthermore, this idea has given to the West an assurance of ability to handle successfully its financial and industrial problems which could not otherwise have been attained."

THE close of the panic period found Field, Leiter & Co. relatively stronger financially, with a higher commercial rating, and better situated for the expansion of their business than they were prior to the arrival of the conditions which entailed the shipwreck of so many less skillfully managed concerns.

The great majority of the merchants whom the house had carried on its books also weathered the tempest. Many of these freely admitted that the continuance of their existence was due to the aid and counsel of Field, Leiter & Co. And, naturally, such merchants enrolled themselves among the firm's staunchest customers and supporters.

It is a further noteworthy evidence of the firm's energy, courage and progressiveness that even during the dark days of the panic they took the momentous step of removing

the retail branch of business from the location in which it had been established and had grown up.

The removal exerted a far-reaching influence on the development of Chicago, as well as on the fortunes of the growing Field, Leiter & Co. firm.

For the location selected—at the corner of State and Washington Streets—became, and with the exception of a brief interval, has ever since continued to be, the keystone of Chicago's marvelous retail district, a district which in the size and magnificence of its stores and the amount of business transacted is without parallel in the wide world.

It is too well known and too universally recognized to require emphasis that the growth and expansion of the Marshall Field & Co. retail store and its continued presence in the same locality have been among the great, outstanding causes of the upbuilding and maintenance of State Street as the principal retail shopping center of the Western metropolis.

The building at the corner of State and Washington to which Field, Leiter & Co. removed had been erected for their occupancy and embodied all that was best in store construction and equipment at that time. It is indicative of the standing and prominence the concern had won, even at that time, that its removal was speedily followed by a migration to State Street on the part of many of its former neighbors.

CHAPTER V

QUICK WORK FOLLOWS THE GREAT FIRE OF 1871

THE business of Field, Leiter & Co. had become established, the firm had weathered the financial panic and had come out of the trial with new strength and enhanced reputation. Its retail business had removed to a magnificent structure, as magnificence was judged in those days, and every prospect seemed favorable and encouraging. Within a moment, however, all was changed. The great Chicago fire of 1871 broke out and, like other concerns in the stricken city, Field, Leiter & Co. were the victims of its handiwork.

On the morning of October 9th, in the year named, the people of the Western metropolis gazed on a business district formerly the pride of the West, but now a black and smoking waste. State Street also, the new retail section, was destroyed. Millions of dollars' worth of merchandise had gone up in flames with the structures in which it had been stored. And the Field-Leiter business house seemed to be no more.

The first building at State and Washington Streets occupied by Field, Leiter & Co. and destroyed in the great fire which devastated a large part of Chicago in 1871.

But almost before the conflagration had been checked, and while bricks and other débris were still too hot to touch, the firm had

taken action looking to the speedy resumption of business. Car barns belonging to the South Side Street Railway Co. at State and Twentieth Streets, were purchased and hastily fitted up for store purposes. All of the company's cars were chartered and put to use in the transfer of goods, and while other less resourceful business men were bewailing their losses Field, Leiter & Co. were transporting

officer, or vigilante, and the driver was asked what he was carrying.

"Merchandise from the Field warehouse," was the reply.

"And where is it going?"

"To the car barns on Twentieth Street."

"How is it," asked the guard, "that these cars are running for Field, Leiter & Co.?"

"I don't know," responded the driver; "but

The wholesale establishment of Field, Leiter & Co. and subsequently of Marshall Field & Co. up to 1887, when removal took place to the large building of rough-hewn granite occupying the block between Adams, Franklin, Quincy and Wells Streets.

merchandise from their reserve stock warehouses, which fortunately were untouched, and from the various places to which the contents of stores and warerooms in the burned section had been removed.

Night and day, without let-up the work was carried on, the horse cars laden with goods running continually from warehouses and merchandise "dumps" to the car barns and vice versa.

Late one night a carload of Field, Leiter & Co. merchandise was stopped by an inquisitive

they are."

To which the inquisitive one replied: "Well, it beats all. It seems that there is nothing impossible at Field's."

And this remark, uttered that dreary night while Chicago lay in ashes, has become a watchword and a slogan with the Marshall Field & Co. institution.

As soon as the embers of the building at State and Washington Streets had cooled sufficiently to permit one to go near them a post was erected and to it was tacked a rough

board, on which had been crudely painted this message of cheer to the more needy of those who had made Field's their working home:

"Cash Boys and Work Girls Will Be Paid the Full Amount Due Them."

A striking example of the firm's thought for the members of its personnel! Despite the loss of its store and the destruction of between $3,000,000 and $4,000,000 worth of its property, despite uncertainty as to what sum could be recovered from the insurance companies (themselves hard hit by the disaster) and with no certain prospect of rehabilitation in a city of which a large portion had been laid waste, the members of Field, Leiter & Co. could still stop and remember, even the humblest of their employees.

In the difficult days that followed the concern was able to realize from its fire insurance policies a total of something like $2,500,000. Some of the insurance companies had proved unable to meet their liabilities, and many merchants found themselves completely wiped out. It is another proof of the business acumen of Field, Leiter & Co. that the bulk of their insurance had been placed with strong, reliable concerns.

Conditions in Chicago were slow to improve. Recovery from so great a blow necessarily required time. In the East doubt was expressed as to Chicago's ability to rebuild. Many of the local business men were unable to meet their obligations, and representatives of Eastern houses having debtors in Chicago visited the city with a view of effecting some settlement of the debts owing to them. To all of those who visited them with this end in view Field, Leiter & Co. returned one and the same answer:

"We will pay our accounts on a basis of one hundred cents on the dollar."

One such manufacturer had sold to Field, Leiter & Co. a large bill of merchandise which was undelivered at the time of the fire. Under the law as it existed or had been interpreted at that time it was held that the shipment had not passed into the possession of the Chicago firm. The representative of the Eastern concern, naturally anxious over the situation, called on Mr. Leiter and asked him what he was going to do in the matter.

"We don't have to pay you," was the answer. "But you will be paid in full."

The avoidance of slow-paying and otherwise doubtful accounts by the Field-Leiter concern and the building up of a reliable, promptly paying clientèle again bore fruit. Requests for remittances, accompanied by a frank statement of the causes were sent out, and brought a quick and satisfactory response.

Within a few months Field, Leiter & Co.'s business was again on a stable footing and their credit was unimpaired.

So far as the city of Chicago itself was concerned, the fire had its compensations. Its low-lying streets had been difficult to pave, and, consequently, muddy and at times almost impassable. The vast quantities of débris resulting from the destruction of buildings, etc., sufficed, it is declared, to raise the streets of the devastated section to the extent of two feet as well as to add some forty acres of filled-in land along the lake shore. At any rate, the streets in the section named were raised in a considerable degree, and new land was added to the city's territory.

Not only the business section but also residential districts on the north and to the south had been destroyed. From Van Buren Street to Lincoln Park only one structure, the old Ogden House, was left standing. The people living beyond the limits of the burned districts were without transportation facilities, there being no means of crossing the burned-over section. The car barns were recognized as wholly unsuitable as a permanent location for the Field, Leiter & Co.'s business. They could not be reached from the north or from the west, and a store at that point could at best serve only a small section of the South Side. Field, Leiter & Co. began, therefore, to look about for a new location.

To the west of the Chicago River little damage had been done. From the comparatively thickly populated West Side Madison Street led into the downtown district and

where it crossed the river it formed the gateway both to that residential section and to the business portion of the city. That particular part of the city was then composed of small, unsightly dwellings, interspersed with barrooms, dives and similar disorderly places. With all the facts in mind, however, as to the traffic movement, the firm decided on the corner of Madison and Market Streets as a location where, on account of the fine shipping facilities and the extreme width of Market Street at this point, they determined to house their wholesale business at this available position. The location offered a solution of the temporary care of the retail trade tributary to this point—the north side and the great west side which had been rapidly expanded by the necessity of housing the large numbers of people who had lost their homes in the burnt territory. At this point they proceeded to erect there a spacious warehouse.

Owners of property on State Street stood aghast. They begged Field, Leiter & Co. to return to their old location or to one nearer to them. To these requests, however, the firm turned a deaf ear, and, just as traders had followed Field, Leiter & Co. to State Street, so now retail concerns began to gravitate toward Madison and Market, so that within a brief period that portion of the city bade fair to become the principal retail center.

This was not to be, however. On the former site of the Field, Leiter & Co. store a spacious store structure was erected by the Singer Sewing Machine Co., the concern which had been the purchaser of the building put up by Potter Palmer and occupied by him and his successors, Field, Leiter & Co. On the completion of this new State Street edifice Field, Leiter & Co. leased it from the Singer Co. and removed their retail business from both the Twentieth Street car barns and the

One of the notices to employees immediately after the great fire of 1871

Madison Street store to their former location. The wholesale business remained, however, at that point, viz., the corner of Madison and Market Streets, and expanded into the vacated retail premises.

Again the retail business followed Field, Leiter & Co. It deserted the vicinity of Madison and Market Streets soon after the removal aforementioned, and State Street regained the supremacy as a retail thoroughfare which it has ever since maintained.

DURING the period immediately following the fire the wholesale business of the firm increased by leaps and bounds. This was due, in part, to the splendid credit standing and purchasing power which the broad-minded and progressive policies of Field, Leiter & Co. had won for them in the world markets and manufacturing centers. In a degree also it was attributable to the conditions prevailing in Chicago from a merchandise supply standpoint.

Goods were scarce with the majority of concerns in Chicago. Field, Leiter & Co. were able to offer both large quantities and varied assortments. Not only this, but because of the merchandise conditions locally prevailing the firm was able practically to dictate its own selling terms and could select its customers with even greater regard to their responsibility and reliability than before. Thus the house continued to build up and keep on its books a class of customers who could be depended on for the fulfillment of all their obligations.

Meanwhile, attention continued to be given to real estate. Unusual opportunities for purchasing desirable parcels presented themselves subsequent to the fire and from that time on until 1885 the firm members increased their holdings of desirable real property. It was during the period in question that Mr. Field effected many of those investments in Chicago real estate which led to holdings, the total value of which at the time of his death, thirty years later, was estimated to be approximately $100,000,000.

These investments of members of the firm of Field, Leiter & Co., and especially of Marshall Field and Levi Z. Leiter, exerted an important influence on Chicago property values. The real estate editors of the local newspapers watched with care the operations of the two men, and whenever they made a purchase the fact was made widely known. The people of Chicago had come to look upon the firm of Field, Leiter & Co. as something more than dry goods merchants. Their retail store had become a cause for local pride; they were recognized as men of exceptional ability and judgment. So a purchase of real estate by either Field or Leiter usually enhanced the value of property in that neighborhood.

Marshall Field, however, by no means confined to real estate such financial operations and enterprises as he undertook outside of his wholesale and retail businesses.

Some time prior to the period with which we are now dealing he had formed a close acquaintance with George M. Pullman, the inventor and manufacturer of the cars which bear his name, and this had brought Mr. Field into close contact with the railroad managements of the Middle West. He had also become acquainted with the heads of great concerns in other lines of enterprise.

The foresight and the keen and accurate judgment for which Mr. Field was even then becoming noted were evinced in the judicious investment of the earnings he was personally deriving from the business. He selected for this purpose railroad bonds and stocks and the securities of banks and other institutions which had sprung up and were developing along with the growth and prosperity of the Western country.

These ventures were all the more promising and all the more profitable because of the progress the West was making. The era was that phenomenal one, unapproached elsewhere in the history of the world, when great captains of industry were beginning to turn to account the vast resources of the United

States and of the Western country in particular. Railroads were being constructed, new territory opened, forests felled and mines dug.

During the decade between 1870 and 1880 the Indians, with few exceptions, were withdrawn from the Northwest and placed on reservations. The virgin farm lands thus made available attracted hosts of settlers, men and families of sturdy stock, familiar with agriculture and soon to create increase in the demand for merchandise. To Wisconsin and Minnesota came the Scandinavians and the Germans. The latter also selected Iowa and Nebraska for their dwelling place. From Poland, from Italy and from other European countries also there were arriving men and women determined to settle down and "grow up with the country."

In supplying the trade created by this influx the foreign offices established years previously by Field, Leiter & Co., under the control of Joseph N. Field, proved a valuable and effective instrument. The firm was thereby in a position to place before the settler and his family wares with which they were familiar and to the use of which they were accustomed.

The building at State and Washington Streets erected in 1873 and occupied by Field, Leiter & Co. until it was destroyed by fire in 1877. The building measured 160 by 150 ft. and had five floors and basement.

During this period there was being developed a separate personnel for the wholesale and for the retail, with a manager for each of the divisions.

On these managers, in line with the method pursued by Marshall Field from the start of his association with the business, heavy responsibilities were laid, and these responsibilities were augmented as time went on.

Relatively great responsibilities were vested in the heads of departments, with the result that Marshall Field himself is quoted as saying, "I have developed in these two organizations not department managers or buyers, but men who are specialists in the handling of merchandise."

Having as chief directors of each branch of the business men who were themselves merchants of the highest order, men whom he could trust implicitly for the consistent carrying on of his dry goods businesses along the lines which had brought the concern to the commanding position it now occupied, Marshall Field was able to devote much of his time and energy to his other interests as well as to those of his city and community. His counsel was eagerly sought in various quarters.

On the mooting of a project for the city's betterment—say, the extension of a prominent thoroughfare or the development of a new section—the City Council, real estate owners, builders and others turned instinctively to Marshall Field for advice and inspiration. Among these instances, though of a later period than that we are now discussing, was the widening of Michigan Avenue below Jackson Boulevard, as the latter thoroughfare is now named. To his counsel and influence was largely due the development in question and the consequent linking of the North Side with the South Side.

In association with others he joined in the organization and development of a bank, which became one of the most important in Chicago.

He also gave of his time and effort in the fostering of the love for art and took a prominent part in providing the means for its gratification. To him the city of Chicago owes the Field Museum, one of its most noteworthy institutions. This he established in 1893 and endowed with a gift of $1,000,000. He presented the University of Chicago with land valued at $450,000. He was also a trustee of the First Presbyterian Church and a generous contributor to that and other religious denominations.

As above suggested, however, Mr. Field continued to supervise the management of his dry goods businesses from a broad standpoint and although so much of his attention was devoted to matters of national scope as well as to local civic affairs, he found time to maintain his contact with the employees of both of his establishments.

CHAPTER VI

JOHN G. SHEDD JOINS THE FIELD ORGANIZATION

UNUSUAL interest centers not only around the career of Marshall Field but also around those of some of his associates. The most salient instance is that of one who as a young man became connected with the concern in the late summer of 1872, during the rebuilding of the State Street store.

Entering the store, the young man applied for a position.

"What can you do?" Marshall Field inquired.

"Sir, I can sell anything," was the confident reply.

"Had any experience?" was the next question shot at him.

"Yes; several years selling and merchandising in Vermont and New Hampshire."

"You will do," decided the merchant. "We will give you a job at ten dollars a week as stock-boy and salesman in the linen department. What is your name?"

"John G. Shedd," answered the young man.

Thus there was brought into the organization a man who was destined to become in later years its head. As this story will clearly show, Mr. Shedd had the vision and the force to do more than maintain the house of Marshall Field & Co. in the proud position which it had won. Despite the mighty changes which were to come over business and business methods in the United States, he succeeded in expanding its activities in a degree of which probably its great founder never dreamed and has raised the institution to an extraordinarily high place in the estimation of the American public and of business men throughout the world.

John G. Shedd, President of Marshall Field & Co.

When he joined the forces of Field, Leiter & Co. Mr. Shedd was in his twenty-second year. Like his new employer, he had been raised on a New England farm, had learned through privation and lessons of industry and self-denial. In short, his upbringing and early training had resembled in no small degree those of Marshall Field.

Even as a boy John Graves Shedd had sensed the limitations of New England farm life, had realized the possibilities that lay out beyond the distant hills, had a vision of what

youth, energy and ability might accomplish amid the busy haunts of men and particularly in the new and rapidly growing West.

The thought, the vision probably grew into determination without the boy being conscious of the process. At any rate, his final decision was the immediate result of an accident and was reached with what by the other members of his family must have been regarded as startling suddenness.

With his brother he was sugaring in the New Hampshire woods. Winter is severe in the Granite State, and the cold was intense. The boys and their span of oxen hauling the heavy sled had wallowed through huge snowdrifts to reach the sugar maple grove. They carried the freshly gathered sap in heavy pails, hung from a "yoke" carried on the shoulders. Thus loaded, the young John G. slipped on the frozen ground and fell. The flowing sap ran from the pail into one of his high boots, filling it with the fluid. His brother, standing by, was convulsed with laughter.

That accident turned the scale; the accident crystallized the determination, the desire that had so long been latent.

The future merchant rose from the ground, threw down yoke and pails and started for the settlement.

"Where are you going, John?" asked his brother, in surprise.

"I'm going to quit the farm," was the curt reply.

And quit he did, though not until he had looked carefully around for some promising opening. He had dreamed at times of becoming a lawyer or a minister, but sufficient funds not being available for the necessary college education both of these professions seemed out of the question. Business, however, required no matriculation, no previous years of burning of the midnight oil. So his dreams of success at the bar or ministry he put behind him and planned a career as a merchant. At that time he was sixteen years of age.

He secured his first position on June 14, 1867. His employer kept a little shop, dealing in fruit and what we now know as delicatessen, at Bellows Falls, Vt. The lad's remuneration consisted of a yearly salary of $75 and his board and lodging.

A year later he found a position in a general store run by one Timothy Tufts in Alstead, N. H., Shedd's native town. Three months later the store was burned to the ground. Shedd, however, had demonstrated his ability as a salesman, and found no trouble in finding another position in the town, his new employer being James H. Porter. He there received a yearly salary of $125, together with board and lodging—a considerable increase over what Tufts had been paying him.

While working in the Porter store young Shedd made the ecquaintance of the proprietor's niece, and subsequently married her.

Shedd's industry and ability had attracted the attention of a man who was a silent partner in a store in Rutland, Vt., conducted by a merchant named C. A. Parkhurst. The young man was offered a position there, and this he accepted, removing to Rutland in April, 1870. This new position gave him a salary of $175 a year, with board. This remuneration was increased at various times during the ensuing year or so. He was then offered a position by B. H. Burt, in Rutland, who at that time was credited with owning the best store in the State. The salary was $600 a year without board and lodging, but plus a commission which about made up for that deficiency.

STILL the young man had his eyes turned toward greater things, and wider opportunities. He asked and obtained leave to take a vacation and went to visit a brother and sister in Illinois. Thus it was that he reached Chicago and held his first interview with Marshall Field.

The conditions in Chicago in that year following the great fire, together with those faced and surmounted by Field, Leiter & Co., have been traced in a previous chapter. Reference has also been made to the strict scrutiny extended to all of the merchants who

bought, or might desire to buy, of Field, Leiter & Co. on a credit basis. To what has been stated on this latter subject may here be added the fact that it was not altogether an uncommon thing to find in some center in the Middle West a merchant who would declare that he "had never bought at Field's."

To this condition the new salesman at Field's owed a somewhat mortifying but highly instructive experience.

He had been with the concern but a short time when a man entered the store and approached young Shedd with a view of purchasing a bill of goods. The man, it appeared, came from a progressive town and looked as if he would prove a desirable customer for the concern. Naturally, the young salesman was elated when on totaling up the order for hosiery he found it amounted to more than $800.

In accordance with the rules of the house, he accompanied the customer to the credit desk, to have the sale O.K.'d and arrangements made as to shipment. As luck would have it, Mr. Leiter was at the desk when salesman and customer approached.

Looking at the saleslip, Leiter noted the merchant's name, and turning sharply toward him bade him "Get out of the store and never come back in an attempt to buy goods of the Field concern."

"You know your business is not wanted here," Leiter added. "Any man who failed as you did and tried to effect such a dishonest settlement is not welcome here. We not only won't give you credit but we don't want any cash business from you."

Birthplace of John G. Shedd at Alstead, N. H.
Courtesy Charles N. Vilas, Alstead, N. H.

And get out the would-be customer did, much to the chagrin and discomfiture of the young salesman.

"It was my first big bill," commented Mr. Shedd in relating this incident, "and it was the first time I had ever heard a customer addressed in such a peremptory manner. But the incident taught me a lesson in credit granting—or rather credit refusing—and

moreover a lesson as to the value of a reputation for character and integrity—which I have never forgotten. Not only that, but the words of Mr. Leiter gave me a very strong and distinct impression of the standards of Field, Leiter & Co."

Little time elapsed before Mr. Shedd had demonstrated to the satisfaction of his new employers that his claim that he could "sell anything" had been no idle boast. He soon became recognized as one of the star salesmen in the concern's wholesale business.

To Mr. Willing, who, as has been stated, was a partner in the Field-Leiter concern, and one of its most important managers, is attributed much of Mr. Shedd's progress during the period under consideration. The department in which Mr. Shedd had been placed was one of those under Mr. Willing's direct supervision, and the latter possessed a keen understanding of young men and was eager to aid all who showed themselves worthy of his assistance. Mr. Willing was also endowed with the faculty of imparting to others the principles of business he himself so well understood. On this subject Mr. Shedd has remarked:

"Henry J. Willing was a merchant of exceptional ability, and he more than any other man was instrumental in teaching me the methods of merchandising as carried on in the Field, Leiter & Co. store and in helping me to apply the knowledge thus gained. It was through learning my first lessons from a man so thoroughly grounded in the principles of business that I was able to grasp in their full magnitude the operations carried on by Field, Leiter & Co. and render effective aid in their expansion and further development."

ON entering the employ of Marshall Field & Co. Mr. Shedd received a salary of $10 per week. This was considerably less than he had been earning in the Vermont center, for out of the $10 he had to defray the expense of his board and lodging. It had been agreed, however, that if the young stock-boy and salesman "made good" his salary would be increased to $12. It was but a short time subsequent to his engagement when tangible proof was given that he had more than fulfilled the expectations Mr. Field had entertained at the time of hiring. In other words, Shedd found in his weekly pay envelope not $10, or even $12, but $14.

Believing that some mistake had occurred, he took the matter to Mr. Willing. To his inquiry that gentleman answered: "No mistake whatever. That extra money is paid you because we feel that you are doing excellent work."

Not content to be a capable stock-boy or even a successful salesman, young Shedd turned his thoughts to other phases of the business in which he believed his ideas could be useful.

For example, he had noted there was frequently a considerable accumulation of odd sizes in various kinds of merchandise such as collars, hosiery, shirts, gloves, etc., the popular sizes being sold out, leaving an accumulation in these slow selling numbers. He concluded from observation that this condition was attributable to the general rule then in vogue for the personal judgment of buyers to be the determining factor as to quantities and assortments in providing for future sales and to the lack of exact information as to needs based on previous sales. The method of having buyers go to either domestic or foreign markets with only previous purchases instead of previous sales to guide them seemed entirely inadequate to the young salesman.

Having proved the existence of this haphazard method, and shown how it could be remedied, Mr. Shedd obtained permission to go through the books and check up the sales in all lines through a considerable period. He was thus enabled to devise a systematic method of accounting of merchandise as applied to the entire business, a system that could be employed as an accurate guide in buying.

These data he took to Mr. Willing, who,

as already stated, had charge of a number of merchandise departments besides that in which Shedd was working.

After careful examination and study Mr. Willing became convinced of the value of the results Shedd had obtained and Mr. Field had his ideas of merchandise accounting adopted by the house, and the buying policy of Field, Leiter & Co. came to be based largely on such data as the young salesman had devised and worked out. Later on, the system was further developed—especially in connection with the seasonal demand for certain goods—with the result that overbuying of slow selling merchandise was reduced to a minimum. To the manufacturers also the analyses carried on by the Field-Leiter concern and its buyers were of decided value, for they gave a clear indication as to the proportionate quantities of each color, size, pattern, etc., which it was advisable to produce.

Mr. Shedd, entering the wholesale business fresh from several years' experience in retailing, was able to recognize and surmount many of the difficulties in keeping an ordinary stock of merchandise well assorted without maintaining too large an investment. His practical experience in handling goods enabled him to suggest new methods of arranging and packaging which helped to facilitate the work of the retail merchant. In those days many lines of piece goods were folded with no regard for the convenience of the retailer. Large unwieldy lapped pieces of table linens and many other textiles seemed entirely unnecessary to Mr. Shedd, but the fixed habit of the manufacturer stood in the way of a change. By persistence and patience, however, he obtained from the manufacturers bolts half the length of the old-fashioned pieces and carefully rolled on boards.

This method of packaging piece goods has

Collecting Maple Sap for Sugar

Looking at this photograph illustration, the original of which is among Mr. Shedd's treasured possessions, one may readily visualize the New Hamphire landscape and the activities of the boy and his brother or at the moment when the desire to be a merchant was developed by an accident into the determination which led the New England boy to Chicago and subsequently to the topmost round of the mercantile ladder.

long since become standard practice in the dry goods business and it remains as one of the many reminders to those who know the history of dry goods merchandising that Mr. Shedd was constantly devising ways and means to assist the retailer in stock keeping, money investment and many others of his problems.

other matters. He still retained the direction of the sections that continued under his immediate charge, but he had succeeded in developing in them assistants so able and reliable that to them he could with security delegate all but the principal details of operation.

It may readily be surmised that Mr. Field

Personnel of John G. Shedd's department, from a photo taken Sept. 4, 1883
Mr. Shedd is seated in the front row, the fourth from the left

Encouraged by the reception accorded to his ideas, Mr. Shedd went on to study other conditions and suggest improvements, with the result that his opportunities for usefulness were broadened and increased. He was placed at the head of the neckwear section. Subsequently the lace section was placed under his charge and it gradually came about that without having direct supervision of other sections his advice was sought in connection with merchandise lines generally.

In the early '80's he had won the reputation of being one of the keenest merchandisers in the store. More than this, his judgment was sought and carried weight in many

kept in sufficiently close contact with all developments to be well aware of how valuable an aid the young man from New Hampshire and Vermont had become. The best proof that this was the case is furnished by the advancement of Mr. Shedd to partnership in the Field, Leiter & Co. firm.

The qualities which enabled Mr. Shedd to reach this point and to reach still greater heights were recently summarized in an effective way by the superintendent of Marshall Field & Co.'s retail store. In addressing a number of new employees, most of whom were young fellows just entering their business career—for it is one of the policies of

Marshall Field & Co. to employ young fellows and train them—the superintendent used these words:

"Years ago there came into this store a young fellow who from the first demonstrated by the eagerness with which he set about his work his intense ambition to succeed. He was employed first as a stock keeper and salesman, and at his first job this young fellow excelled. It was found that the stock over which he had charge was the best kept and most conveniently arranged in the store. He recognized from the first few weeks the importance of alert observation and of giving all his intelligence to the study of his job. His energies were bent on improving his methods of working.

"Naturally enough, young John did not remain a stock boy long. The creative effort he gave to all his work marked him for more important responsibilities. His knowledge of stock increased his ability as a salesman. His ambition was given fuller opportunity to be reflected in able work; and as the years went on he was rewarded by steady promotions.

"From the first no task was too difficult or disagreeable to be accomplished; no problem was too involved to prevent a solution; no undertaking was so trivial as to be unworthy of study. As his responsibilities grew, so also grew his capacity for work. And his relationship with those above and below him in the business organization was characterized by friendliness, thoughtfulness and courtesy. As successive promotions gave him more and more executive responsibility, the fine quality of his attitude toward others became more and more evident. 'Come on,' not 'go on,' was always his counsel. Instead of pushing and driving, he guided and assisted his men to carry their responsibilities. He developed them by encouragement and example and wise direction.

"In later years, when John G. Shedd had grown to be a man of fifty years, Marshall Field died and left the hardest job in the store —that of president—to be filled. Mr. Shedd was the man the business had to have. The spirit which had held his energies untiringly to each task of the many years of his relationship with this company, fitted him for the post, and all who knew him knew confidently that he would carry his new responsibility better than any man in the institution. To-day the former stock boy, John Graves Shedd, is president of Marshall Field & Co."

Here is the reason why Mr. Shedd was so rapidly promoted from one department to another, as given by one of the older men of the Field organization:

"As I see it, the reason Mr. Field promoted him was because Mr. Shedd developed in his department men who were so much better on details than he himself was; and so Mr. Field had to promote him, in order to give the new man a chance.

"Let me tell you also that it became almost the rule that if a man was promoted to an important post, such as that of the head of a department, you could bet on his turning out to be one of those Mr. Shedd had picked out and trained."

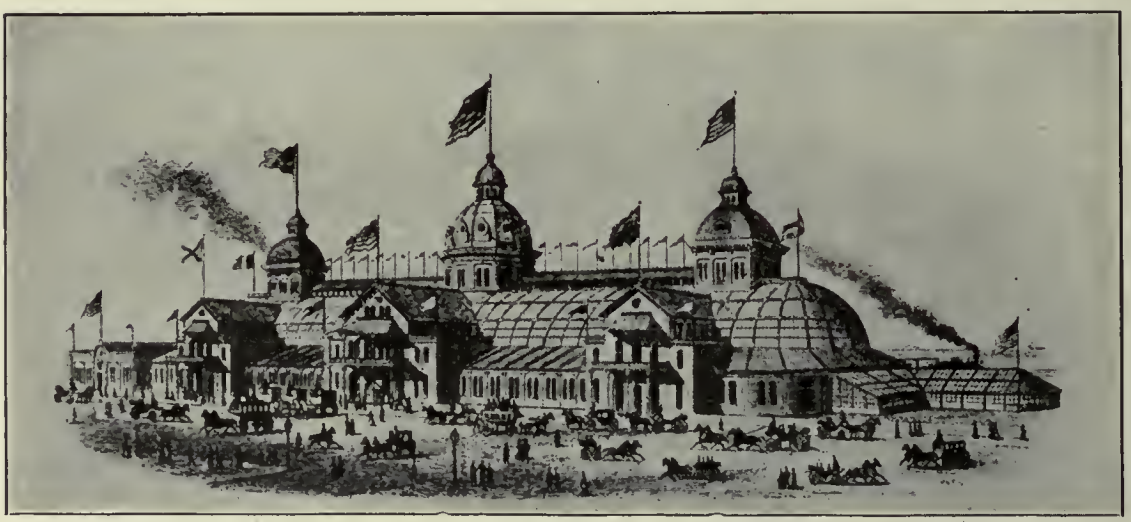
It is pertinent, also, to quote a remark let fall by Mr. Field on one occasion which is indicative of his views on this subject.

It was during a Congressional hearing in the course of which Mr. Field gave his testimony, and in quoting certain statements he cited as his authority, "The man whom I believe to be the greatest merchant in the United States." The members of the committee were anxious to know who that man was; they had believed Mr. Field to be the one man entitled to that description. So they asked him to tell them whom he had in mind. "That man is John G. Shedd," was the reply.

CHAPTER VII

THE FIRM OF MARSHALL FIELD & CO. IS BORN

IN July, 1877, the beautiful building which had been erected on the site of the original State Street store of Field, Leiter & Co. subsequent to the great fire of 1871, fell a victim to the flames. A careless mechanic, who had been repairing the roof, on quitting work left his lighted blow-torch behind him. The roof took fire, and the flames spread until the destruction of the building and its contents was complete.



The Exposition Building, where Field, Leiter & Co. temporarily located their retail business after fire had destroyed their store at State and Washington Streets.

As in the case of the disaster of six years previously, Field, Leiter & Co. were prompt to take effective measures for the resumption of business. What was known as the Exposition Building, situated on the lake front, at the foot of Monroe Street, was leased and fitted up for store purposes, and stocks of merchandise were installed. The wholesale branch, it is hardly necessary to remark, was a potent means of bringing about an immediate resumption of the retail business.

The Singer Sewing Machine Co., as stated in a previous chapter, had put up the building which the Field-Leiter firm had occupied for their retail store subsequent to the fire of 1871 and up to the time of the new disaster. The Singer Co. at once tore down the remnants of the burned edifice, with the intention of rebuilding and in the expectation that Field, Leiter & Co. would desire to again become its tenants.

Field, Leiter & Co. showed little interest in the proposition, and thus, although several conferences were held between members of the two concerns and offers and counter-offers were exchanged, no definite results were obtained.

The fact was that the parties were unable to meet on a common ground as regards price, the Singer Co. asking for the building and site $700,000 and Field, Leiter & Co. offering half a million dollars for the property.

Nevertheless, Field, Leiter & Co. were dissatisfied with the facilities afforded by the Exposition Building. Business had not flowed into the store in that location in the anticipated degree. Moreover, their lease of the Exposition Building was of a temporary char-

acter, the trustees of the Exposition desiring ultimately to return the building to its original use.

Under these circumstances, Field, Leiter & Co. began to look around for a more suitable location and one which promised to be so satisfactory that it would become the permanent home of the firm's retail business.

Premises were secured on Wabash Avenue, between Monroe and Adams Streets. This, however, failed to meet the requirements of the firm. Business did not develop as rapidly as had been expected, and in this case the city's retail business did not follow the firm to its new location on Wabash Avenue, as had been the case subsequent to its prior removals.

Fortunately, circumstances developed which made feasible the reopening of negotiations for the purchase of the new building which the Singer Sewing Machine Co. had recently completed on the site of the former Field-Leiter store; that is, on the corner of State and Washington Streets. After considerable parleying, a deal was consummated. The price paid for the building and site was that which had originally been asked and adhered to by the Singer Co. In addition, a bonus of $100,000 was paid to another firm to whom a lease had been given, the wisdom of which developed a difference of opinion between the two principal partners which was the principal cause of the delay in making the purchase. In this way Field, Leiter & Co. were enabled to obtain immediate possession of the historic corner property which has since continued to be a part of the Field retail establishment and on which now stands a portion of the present main building.

The wisdom of the purchase by Field, Leiter & Co., despite the large outlay involved, an immense one for that day, has since been attested by the growth of the Marshall Field & Co. retail establishment. The deal proved a fortunate one not only for the Field-Leiter firm and its successors but also for other property owners in the vicinity, since it gave that lasting impetus which has made State Street to-day probably the world's most remarkable retail center.

Following the purchase of the State Street

The premises on Wabash Avenue, between Monroe and Adams Streets, to which Field, Leiter & Co. removed from the Exposition Building. The illustrations are from the firm's advertisements of the period.

building and site and removal of the firm's retail business thereto, Mr. Field's interest in that branch of his institution—which, as already stated, had always been keen—continued to increase, and he became more insistent on the development of that branch of the firm's affairs.

The building at State and Washington Streets erected after the fire of 1877 *and occupied by Marshall Field & Co. in* 1879.

Marshall Field had long been impressed with the growth of Chicago. The little city he had studied so carefully twenty years before was fast developing into a metropolis. It was recognized as the gateway to the West and Northwest and was becoming the great railroad center which it has since continued to be. Moreover, A. T. Stewart had opened in Chicago a branch of his famous New York store, and with this, accompanied by the entrance of a new Chicago house into the field, competition was becoming more and more acute.

Other stores, too, had adopted the progressive merchandising methods initiated by Stewart and Field. Altogether, Marshall Field realized that if the pre-eminence of Field, Leiter & Co.'s retail store was to be maintained new and strenuous effort must be given to its development.

Leiter, on the other hand, had consistently shown a preference for the wholesale branch of the business. He was apparently more deeply impressed by the development of the Western country than by that of his city, while Marshall Field, though by no means unobservant of the way in which the West was building up or neglectful of the wholesale end, realized that the possibilities pre-

sented by Chicago were practically boundless.

The two men differed in temperament as well as in views, and at various times during

Marshall Field & Co.

CHICAGO, Market and Madison Sts.
NEW YORK, 104 Worth Street.
MANCHESTER, 37 Faulkner Street.
PARIS, 46 Rue des Petites Ecuries

Chicago, Jan. 26, 1881.

The Copartnership heretofore existing under the firm name and style of Field, Leiter & Co. is this day dissolved by mutual agreement of the members thereof. Mr. L. Z. Leiter retiring from said firm.

MARSHALL FIELD.
LEVI Z. LEITER.
LORENZO G. WOODHOUSE.
HENRY J. WILLING.
HARLOW N. HIGINBOTHAM.
JOSEPH N. FIELD.
HENRY FIELD.

The business of the late firm of Field, Leiter & Co., in all its departments, will be continued by the undersigned, under the name and style of MARSHALL FIELD & CO.

MARSHALL FIELD.
LORENZO G. WOODHOUSE.
HENRY J. WILLING.
HARLOW N. HIGINBOTHAM.
JOSEPH N. FIELD.
HENRY FIELD.

Very respectfully,

MARSHALL FIELD & CO.

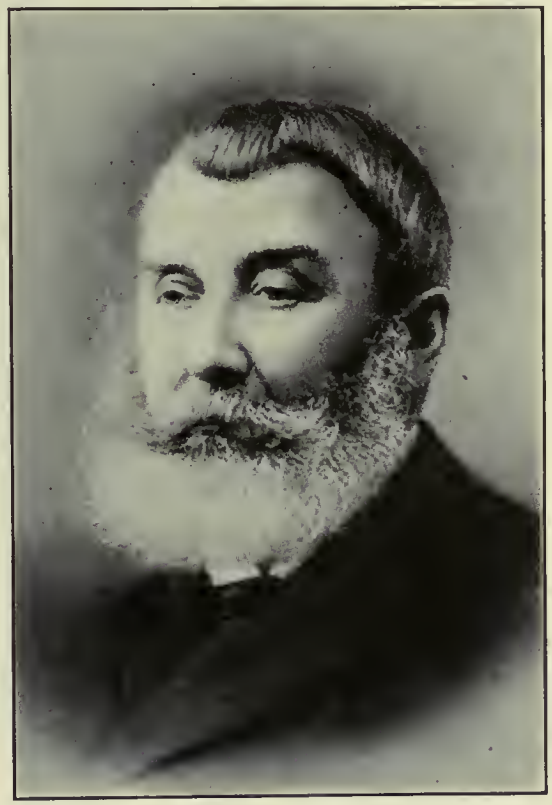
Notice of dissolution of firm of Field, Leiter & Co.

their association friction between them had arisen.

Of the two men, Marshall Field was by all odds the stronger character. Both of them were men of vision, but Field's views were sounder than Leiter's and based on a truer appreciation of facts. By Mr. Field, moreover, the policies and principles of the organization had been originated and carried on. Mr. Leiter had, throughout, devoted his work for the firm chiefly to its financial side. He had not been in touch with the other partners in the same degree as Mr. Field. Nor had Leiter played anything like as active a part in the development of the organization.

The greater insistence on the part of Marshall Field on the development of the retail business widened the breach which had for years been slowly opening. The relations between the two men were further strained by disputes over the boundaries between certain of their real estate holdings.

On Jan. 25, 1881, a rumor spread through Chicago that the firm of Field, Leiter & Co. had dissolved. Strenuous efforts were exerted by the newspaper editors and reporters to obtain an authoritative statement—but in vain, for both Field and Leiter refused to talk. On the next day, however, representatives of the press were called in, and to each of them a printed announcement was handed. This simply stated that the copartnership previ-



Levi Z. Leiter
From one of the concern's advertisements of the period.

ously existing had been dissolved by mutual consent and agreement. L. Z. Leiter, it further showed, had retired from the firm and the

business would be continued by the remaining partners, the names of whom were given in the announcement. These were: Marshall Field, Lorenzo G. Woodhouse, Henry J. Willing, Harlow N. Higinbotham, Joseph N. Field and Henry Field. The two last named were brothers of Marshall Field.

The announcement further showed that the name of the firm had been changed to Marshall Field & Co. No statement was issued by either partner in regard to the consideration paid for Mr. Leiter's interest in the firm.

Thus, twenty-five years after he had started in as a salesman with Cooley, Wadsworth & Co., Marshall Field had become the undisputed leader in the great enterprise in whose upbuilding he had played so prominent and effective a part. His entire career in Chicago, to his death in 1906, covered just fifty years, and during the half of that period remaining in 1881 the forward strides made by the Field organization were to be even greater and more noteworthy than those it had made during its first quarter century.

CHAPTER VIII

THE RETAIL BUSINESS IN THE EARLY '90's

THE withdrawal of Mr. Leiter gave to Marshall Field a freer hand than he had previously enjoyed. At no time, however, did he permit the Field organization to become what is frequently spoken of as a "one-man" business. He continued to lay down and develop the broader policies and principles of the house, and as far as the growth of the business would permit him to do so he pursued his established method of watching the progress of his employees and encouraging them to put forth their best efforts.

First annex of Marshall Field & Co.'s retail store.
This building on the northwest corner of Washington Street and Wabash Avenue, was erected in 1893 and forms part of the present great establishment. It is known as the South Wabash Building.

All members of the personnel were encouraged to put their brains and their abilities to the best use, in their own behalf as well as in that of the concern. But the carrying out of his plans Mr. Field entrusted in the largest

possible degree to the men on whom he had placed great responsibility and on whose initiative, energy and wisdom, he felt, full reliance could be placed under any and all conditions.

Among the men whom the firm of Marshall Field & Co. thus developed was H. Gordon Selfridge, who entered the domestics section of the wholesale in 1878. He made rapid progress and shortly afterward became a general salesman with Indiana as his territory.

His work attracted the attention of Marshall Field, who suggested that young Selfridge transfer his services to the retail store. To this Selfridge acceded. For some time he worked in a department as a salesman. Later he became the head of a merchandise department. His further progress led him to the post of assistant manager of the retail division.

In the course of his employment in the retail Selfridge had made a careful study of the management of employees as well as of Mr. Field's system for keeping track of the activities and progress of each worker. On becoming assistant manager he further developed the system and increased its efficiency.

His understanding of the store personnel and his growing acquaintance with retail merchandising methods in general were further rewarded by the extension of his duties as assistant manager. In 1887 a vacancy occurred which resulted in Mr. Selfridge being appointed general manager of the retail store. This position he held until 1904, when the opportunity came to Mr. Selfridge to purchase one of the large department stores which had grown up in Chicago. He, therefore, severed his connection with Marshall Field & Co. The fact that he was financially able to enter into a transaction of such magnitude is proof of the opportunities for becoming wealthy which presented themselves to men who were able successfully to fill big positions in the Field organization.

Subsequently, Mr. Selfridge sold this business and removed to London, England, where he erected a large building and founded the retail business of Selfridge & Co., Ltd., which has since grown to large proportions.

During the '80's Mr. Shedd, accompanied by Mr. Selfridge, made a European trip during which they studied merchandising methods in Great Britain and on the Continent. Mr. Shedd was at that time thirty-five years of age; Mr. Selfridge was twenty-seven. Much of the young men's time was spent in the Magasins du Louvre and in the Bon Marché, then as now among the principal department stores in Paris.

They returned to Chicago with new ideas and broader views as to merchandising and with a full determination to embody in the Marshall Field business the best methods which had come under their observation in Europe.

During the last few years there had come about a marked change in the society life of the city. Many of the men who had settled in Chicago twenty or thirty years before had become wealthy, and their sons and daughters had acquired tastes and desires which were 'the natural accompaniments of the greater financial ease as well as of the Western freedom amid which they had been reared.

There had thus grown up an element of wealth and in a certain degree of leisure. The different strata of society, though far less well defined than at present, were still marked off in a certain degree, according to the tastes of families or individuals and their ability to gratify them.

Thus the opportunity was given to reach out for what is often described as the "high-class" or even for the "ultra" trade. In taking advantage of this opportunity, the leadership which Mr. Field had won in Chicago society circles proved an important asset. Many of the wealthier customers, too, were personally acquainted with the then manager of the retail store as well as with Mr. Field.

In the matter of equipment and service, too, the store was in a position to satisfy the most exacting customer of those days, although in comparison with the Field store of to-day the establishment was small and

ill supplied with conveniences for the public.

The building itself—which, as already stated, had been erected after the fire of 1877 had destroyed the former Field, Leiter & Co. store previously standing on the same site—measured 160 by 150 ft. and consisted of six floors and basement, the total area being but

The State Street front of Marshall Field & Co.'s retail store in 1903.

Showing the new building on the northern part of the block and the building on the Washington Street corner as remodeled in 1898.

144,000 sq. ft. The employees numbered about 600. In the years which had passed since the erection and equipment of the building few changes had been made.

The basement, as was the custom in those days, was used for storage purposes and for engine-room, boilers and other appliances. There were two elevators, but, like others of their day, these were slow in operation.

Long years previously—in fact, shortly after the removal of Field, Leiter & Co. to the northeast corner of State and Washington Streets—the firm had begun to make two deliveries of packages per day. The original equipment for this purpose consisted of three wagons, and the area covered by the store's delivery section at that time was eight square miles, this including the city's best residential districts. In 1871 ten wagons and thirty horses were employed.

Strange as it may seem, there was a brief period during which all purchases at the Field-Leiter store were delivered by ox-drawn wagons. This was in 1873, during an epidemic which caused the authorities to quarantine all the horses in Chicago. In order that their service to the public might be continued, the firm purchased twenty oxen, and as long as the quarantine lasted these slow but reliable animals drew the store's de-

livery wagons from one part of the city to another.

Naturally, in succeeding years the delivery, as well as other service sections, have expanded with the growth of the concern. In the 80's, however, methods were crude compared with those of to-day. Even most progressive stores had no display windows, and the Field store was no exception, except that, as far as can be learned from employees of long standing, there was about that time one little show window in the State Street front.

The advertising, too, was on a plane far below that which has since become the rule. In the introduction of art and refinement into both of these phases of retail store publicity Marshall Field & Co. played an originating and a prominent part. Gradually there were brought about those changes which have caused the Field store to be regarded the world over as a leader in merchandising, in the development of able employees, in marvelous displays in windows and within the store, and in publicity of all kinds, newspapers, booklets or whatever.

The character of the store personnel, however, was high. The reputation of the firm and of its establishment had caused Field's to be generally regarded as a mighty good place wherein to be employed. Intelligent efforts were constantly being adopted for creating among the employees a keen interest in the business.

For example, a rule was put in force to the effect that any employee who brought to the manager's office an idea of practical value would not only be thanked for it but would also receive a pecuniary reward. At the same time this policy of seeking suggestions and recognizing in a practical way the value of those which lent themselves to adoption was extended to the wholesale branch of the Field organization.

In 1890 show windows were installed, thus increasing the effectiveness of the concern's appeal to its public. The need for additional facilities had also become apparent and in the same year the firm acquired buildings adjoining their store on the north, with a State Street frontage of 100 ft. These buildings were immediately added to the firm's facilities.

In 1893 the firm erected for its occupancy its first annex, at the northwest corner of Washington Street and Wabash Avenue. At the time of its completion this building was regarded as one of the finest ever erected and equipped for retail purposes. The foresight of Marshall Field and his associates and the progressive way in which they went about all of their enterprises is attested by the fact that this building, nine stories in height, still forms a part of the present main store premises. At first, the four lower floors and basement were devoted to selling purposes, the fifth and sixth were occupied by the Crerar Library, and the three topmost floors were leased to tenants for office purposes.

In 1898, the building on the northeast corner of State and Washington Streets—that which had been built by the Singer Co. in 1877 and acquired by Field, Leiter & Co. in 1878—was remodeled. The sixth, or mansard roof floor was removed and reconstructed and two additional floors built, thus making the building eight stories in height.

While this progress was being made John G. Shedd not only continued his active work and practical counsels in connection with the wholesale business but established for himself a closer connection with the retail branch of the business.

Merchandise section heads were glad to consult with him in regard to the purchase and handling of merchandise. These section managers were impressed with Mr. Shedd's insistence that all goods carried should be of the best possible quality for the price and joined with him in condemning the policy of making price the principal appeal or argument in the sale of goods.

Thus it was that seven years after being made a partner Mr. Shedd had become practically the manager of the entire business,

retail as well as wholesale, all matters of moment, except those of the most vital character, being referred to him for decision.

It was quite in the course of events then that when the firm of Marshall Field & Co. was incorporated, in 1901, Mr. Shedd was chosen as vice-president, Marshall Field, of course, being president.

The attention devoted by Mr. Shedd to the retail branch of the business covered not only its merchandising policies but also its physical condition and requirements. It was his ambition that the retail establishment of Marshall Field & Co. should one day cover the entire block fronting on State, Washington, Wabash and Randolph, and that this building should be uniform in appearance and equipment. And in the planning and directing of the subsequent building operations he played the leading rôle.

In 1902 the old buildings on State Street, north of the structure on the corner of Washington Street which had been remodeled in 1898, were torn down and the greater part of the State Street front as it now stands was built. This gave Marshall Field & Co., retail, a frontage of an entire block on State Street —from Washington to Randolph.

CHAPTER IX

JOHN G. SHEDD SUCCEEDS TO THE PRESIDENCY

SHORTLY after the celebration of his seventy-first birthday Mr. Field was attacked by a cold, which developed into congestion of the lungs and finally into pneumonia. He was at that time on a visit to New York. Nurses and doctors were promptly summoned and for some days hopes of his recovery were entertained. Despite the best medical skill, however, the fatal progress of the disease could not be stayed, and on Jan. 16, 1906, the great dry goods merchant, universally regarded as the greatest in this country, passed into the beyond.

The accidental death of his son, Marshall Field, Jr., during the previous November, it was believed had a good deal to do with the weakening of his remarkably strong constitution.

Marshall Field in his seventieth year.

Many of the traits which made Marshall Field a great man as well as a master merchant have been touched on in previous chapters. It is fitting here, however, to dwell for a moment on certain other facts which indicate the generosity, the breadth and the uprightness of the man. Reference has been made to his establishment and endowment of the Field Museum in Chicago. After his death his will was found to include a bequest of $8,000,000 to that institution, thus providing for a marked extension of the museum's activities and of its value to the people of Chicago.

His uprightness was manifested in his absolute distaste for dealing with anyone whose reputation was not of the best. On one occasion this unwillingness to treat with a man whom he considered unworthy prevented his purchase of a piece of real estate which he earnestly desired to acquire and caused him finally to pay a good deal more money for that same piece of property than that for which he could have obtained it in the first instance had he been willing to sacrifice his principles.

It is related of Mr. Field also that he turned down "cold" a proposition that bade fair to prove exceedingly lucrative because as laid before him it involved the giving of bribes.

The methods by which Mr. Field attained his wonderful success, financial and otherwise, are given in his own words as follows:

He never gives a note; he never buys a share of stock on margin; he is against speculation; he is no borrower; he has made it a point not to encumber his business with mortgages; he does business on a cash basis; he tries to sell on shorter time than his competitors; he tries to sell the same grade of goods for a smaller price; he holds his customers to a strict meeting of their obligations.

The foregoing list of rules was enunciated by Mr. Field several years before his death and, so far as can be ascertained, he never issued any revision of them. It is known that even in the development of his business he adhered closely to the rule of never borrowing money.

In the enforcement of contracts he was unyielding even to relentlessness, yet he was held in high esteem by the thousands of merchants who were the customers of his house. By strict adherence to his policies he did much to prevent failures among the retailers who were his customers and his methods went far to the bettering of the country's financial tone.

Not only in Chicago but in other centers the demise of Marshall Field elicited numerous expressions from associations of business men, as well as from corporations, firms and individuals. Resolutions expressive of admiration for the character of Mr. Field were adopted by the National Wholesale Dry Goods Association, whose annual convention was being held in New York at the time of his demise. The board of directors of the Merchants Club of New York held a meeting and appointed a committee to take appropriate action. During the hours of Mr. Field's funeral a large number of the New York wholesale houses closed their doors as a mark of respect for Mr. Field's memory.

In summing up Marshall Field's character and accomplishments the *Dry Goods Economist* said, in part, on its editorial page of Jan. 20, 1906:

> Mr. Field's career affords an example which will long be cited as an incentive to ambition and an encouragement to perseverance. As a youth he had no special advantages; persistent effort, directed by intelligence, laid the foundation of his remarkable success. His business ideals were of the highest; of him it may truly be said, in Emerson's words, that he hitched his wagon to a star. He made his large fortune by the legitimate methods which in these latter days have, in too many quarters, come to be regarded as old-fashioned. His money bore no taint. His progress helped thousands and injured none. The vast mercantile establishment he built up not only enriched many and provided hundreds with the means of livelihood, but it contributed to the success of merchants throughout the country. His influence and energy were felt in towns and cities hundreds and thousands of miles away from the scene of his immediate activities.
>
> He showed merchants everywhere how business ought to be conducted. He made clear the fact that the sordid side is but one out of the great number of faces into which modern merchandising has been shaped, and, putting that side into the background, he brought clearly into view the bright, the attractive and the fascinating features of a business career. He not only made two blades of grass grow where one grew before, but the meadow was the fresher, the fairer and the more flower-bedecked for his presence and his labor. . . .
>
> After all, perhaps he will be best remembered for the men whom he attracted to himself and whose abilities, so promptly recognized by his keen intellect, contributed to the success of his great enterprise. Some of these have withdrawn to the enjoyment of the large store of this world's goods which he helped them to accumulate; but others remain to aid in perpetuating the splendid establishment which, as we have already suggested, is his best and most enduring monument.

ON the death of Marshall Field, John G. Shedd was the logical man for president of the firm. To him all those interested, including Mr. Field's executors and the trustees of his estate, naturally turned. Early in 1906, therefore, Mr. Shedd was raised to the presidency of the firm.

To Stanley Field, a nephew of Marshall Field, was given the vice-presidency. As second vice-president there was chosen a young man who, under the eye of Mr. Field, had acquired knowledge that especially fitted him for that important position.

This was James Simpson, who had been with the firm for many years and had had exceptional opportunities for acquiring a knowledge of merchandise, of finance and of the principles on which the Field organization was conducted. Coming in contact as he did with many of Mr. Field's personal affairs, Mr. Simpson was brought in contact with prominent financiers and captains of industry in Chicago and other centers. Thus he had acquired broad views and a clear understanding of important problems. He had also evinced foresight, initiative and ability to control and direct others in a degree approximating that in which those qualities were possessed by Marshall Field himself.

It has indeed been said of Mr. Simpson

by men who were well acquainted with Mr. Field as well as with himself that in most things Mr. Simpson had at that time the Field point of view in a greater degree perhaps than any other man in the organization. This was attributed, of course, to his daily and hourly association with Mr. Field.

Another of Mr. Simpson's qualifications at the time of his being elected second vice-president was enthusiastic faith in the future of Chicago, a faith which has broadened and deepened as the years have gone by.

We shall hear of Mr. Simpson further on in this narrative, for he has become one of the most prominent and influential men not only in the Marshall Field & Co. organization but also in the affairs of his city.

The State Street front as completed in 1907.
Showing the frontages on that thoroughfare and Washington Street as they are today. The further building on Washington Street is the annex erected in 1893.

WHEN Mr. Shedd became president of Marshall Field & Co. the area of the retail store per floor was 132,000 square feet. (This was only a few thousand square feet less than the entire floor area of the store in 1889.)

As stated in Chapter VII, the State and Washington Street building had been remodeled and its height had been increased from six stories to eight. In 1893 the nine-story annex—which still stands at the northeast corner of Washington Street and Wabash Avenue and is part of the present retail premises—had been completed and added to the store. And in 1902 the two twelve-story buildings, with basement and sub-basement, extending from the old State and Washington Street building along State Street to Randolph Street and fronting also on the latter thoroughfare were added.

Not only this, but in 1905 the firm had started the erection of a large addition on Wabash Avenue, adjoining the nine-story annex completed in 1893. It is noteworthy that

when the style of architecture of this new building, now known as the Middle Wabash Building, was being discussed some of the men close to Mr. Field favored a plain brick front, while others declared their opinion that the building ought to match the structure which it was to adjoin.

The matter was settled in Mr. Field's mind by the arguments of Mr. Shedd, who urged that the new building should match the new State Street buildings in every way. This was a proof that even in that year Mr. Shedd had before his mind the solid block of uniform character (with the exception of the South Wabash Building) as it exists at this day.

On the death of Mr. Field, however, there arose a hitch in the building program, the trustees showing hesitancy to proceed with the work. Mr. Shedd was able to straighten out the difficulty largely by means of a cablegram which he had received from Mr. Field during the latter's last visit abroad.

This cablegram had to do with the Middle Wabash Avenue Building only by inference. It dealt directly with an even weightier proposition, viz., the replacing of the old building on the southwest corner of State and Washington—the one which had been put up after the fire of 1877 and occupied by Field, Leiter & Co. a year or two later. The result was that both of the new additions were erected.

The State and Washington Street structure, matching the buildings already put up toward the north and known as the South State Building, was completed during 1907 and occupied in December of that year.

Needless to say, along with the increase of space there had been carried on important changes in the general equipment of the several buildings.

Swift elevators had replaced the two slow cars of earlier years, and with the increase of floor space the number of elevators had been increased proportionately. The display window space had been greatly augmented by the new building on State Street, as well as by the annex above mentioned—now known as the South Wabash Building.

In 1893 tea rooms had been installed. These had a floor area of 82,000 sq. ft., and daily some 2500 guests were served. Rather tight quarters, apparently, but in those days people did not look for the space and freedom of movement that in the modern high-class restaurant are deemed essential. There had also been provided a rest-room for customers, with writing desks, stationery and other conveniences. An innovation in the department store of that time and, therefore, peculiar to Field's was a comfortable rest-room for men.

For the employees there were rest-rooms, a library and an emergency hospital.

There had also been a marked expansion of the wholesale business and its organization. That, however, must be dealt with later in the story. The wholesale business of Marshall Field & Co. is a fascinating subject and one that requires a chapter all to itself to be properly told.

In directing the construction of the South State Street Building Mr. Shedd was insistent on having it different from other large stores. To this end he caused to be installed within the light well or rotunda two extraordinarily beautiful and costly domes of Tiffany art glass, one at the roof and the other between the sixth and seventh floors. The lower of these domes is the largest piece of iridescent glass mosaic work extant, and is a constant source of admiration to thousands of visitors to the world's greatest retail store, exceeding in its iridescent radiance the famous Taj Mahal in India.

The upper dome, being at the roof, is illuminated by natural light. The lower dome sparkles with brilliant illumination and has all the appearance of reflecting and diffusing the sun's rays. The lighting is furnished, however, by electric lamps placed so as to bring out the beautiful iridescent oriental glow. The upper dome makes a canopy or ceiling of sparkling and vari-colored beauty overhanging a beautiful fountain which adds a wondrous charm to that deservedly popular portion of the many tea rooms.

CHAPTER X

NEW MARKS SET IN RETAILING

AMONG the noteworthy features of the Marshall Field & Co. store is the large number of special rooms for the showing and sale of merchandise. When Mr. Shedd was directing the erection and equipment of the additions to the store in 1906, as told in the last chapter, he realized that the attractiveness of merchandise is in a great degree dependent on the surroundings amid which it is offered to the public. He saw, too, that if the higher grade goods were given an air of privacy and of specialization they would appeal more strongly to people of wealth and refinement and, furthermore, that such customers would appreciate the privilege of being able to make their selections undisturbed by the passing throng.

The palatial appearance of the Marshall Field & Co. retail store and the sumptuous character of the decorations frequently installed are illustrated in this view of a portion of the main floor.

He, therefore, caused to be constructed in

various parts of the store rooms of a decorative character, yet in the best possible taste, each of these rooms being devoted to goods of a certain kind.

And inasmuch as France—more perhaps at that time than in the present day—was the source from which came the most exclusive merchandise, an air of *la belle France* was given to each of the rooms, and they were known familiarly (and still are), as French rooms.

how tables and chairs, and buffets and dressers will look in living-room, dining-room, chamber or whatever. There are rooms where fine china and glassware can be inspected amid their natural surroundings of fine napery and silverware and floral decorations.

These rooms are richly carpeted. Their walls are in tasteful, subdued colors, and are further adorned with electric light brackets that are both useful and ornamental; or a crystal or brass chandelier hangs overhead.

The rounded corner counter with hollow-curved molding designed by Mr. Shedd.

There is, therefore, a room for imported lingeries, another for the finest examples of needlework in infants' wear. There is the Louis Quatorze Salon, in which fine gowns are exhibited. There is the Salon des Débutantes, the nature of the merchandise shown therein being apparent from the name. There are rooms wherein fine fancy linens are shown just as they would look in a well-ordered home. On the furniture floor there are rooms which enable the prospective purchaser to see just The furniture with which they are equipped is, of course, in keeping.

One of the rooms in which exquisite table linens are displayed has the walls paneled in rich wood to the ceiling as in an English mansion of the Elizabethan or Stuart period. A fireplace, draperies, chairs and other furniture, besides the dining and serving tables, carry out the period idea. And, needless to say, the handsome rug on the floor is of appropriate pattern. From the ceiling hang two

chandeliers with electric lights in candle effect.

The room in which French lingerie is shown is hung with tan taffeta draperies that harmonize with the blue floor covering and the

try, and there are on exhibition the finest potteries of the old world and of the new.

In the dress department there is a room so spacious that its furnishings include two

In the extent of its floor area and the richness of its fittings and furnishings this room in the dress department is characteristic of the retail store of Marshall Field & Co.

boudoir furniture, which is in a delicate ivory tint. For the selection of mourning apparel there is a secluded salon with woodwork and furniture in gray enamel and with hangings in a wistaria tone.

The diversity of the sources from which Marshall Field & Co. draw their supplies of merchandise is indicated in a room wherein are represented Japan, China, India and Korea. Rich gold-threaded embroideries, antique bronzes and brasses are among the art objects on display in this interesting section. There is also a room furnished and decorated in Louis XV style. The appurtenances include a massive gold candelabrum and a rich tapes-

tables almost as large as those one finds in a directors' room. This room is richly carpeted. The rear wall is formed of mahogany panels; the front is formed by showcases. These are lighted by lamps set in trough reflectors above and below. These showcases have plate glass fronts, while the backs (which form the front wall of the room) are in sash effect with medium-sized panes.

At one end of the room is a small stage with semicircular front. On this stage, at the time of our visit, there was a table, on which was a vase of beautiful flowers. There were also on the stage two sumptuous armchairs of Louis XIV design. Equally comfortable arm-

chairs were placed at intervals in the room, for the use of visitors.

The other end of the room is formed by two arches, and in these were rich draperies, artistically looped.

The rooms fitted up for the display of furniture are thirty in number and each is a gem in its own perfect way. For the business man there is a room fitted and furnished as an office—one that a great financier or captain of industry would be glad to call his own.

Yet these rooms, almost indescribable as they are in their beauty, originality and refinement, are but a gilding of the lily. Throughout the store the appointments are of the most superb character, yet in perfect good taste. For example, the carpeting laid in numerous sections of the store, if laid end to end in a width of 27 inches, would measure no less than 54 miles.

All of the fixtures, too, are of a distinctive design and character. Mr. Shedd himself devised an important innovation and after continual pleading and contending with skilled woodworkers finally got it carried out and put into concrete form. This was the construction of counters with rounded ends and at the same time with a deep and wide hollowed-out curve running along their length and around the ends. This curve in two dimensions—or ought we to say three?—was declared impossible of construction by the expert cabinet makers and woodworkers. Mr. Shedd insisted that it was not impossible. And to-day he can triumphantly exclaim, or soliloquize, as he passes through the store, "They said it couldn't be done, but here it is." These counters subsequently became known as the O.G. front counters.

Mr. Shedd also gave his personal attention

One of the several special rooms in which high-class merchandise is shown amid appropriate surroundings.

to the selection of the woods employed in the construction of counters, floorcases, shelving, cabinets, and other fixtures. In general, preference was given to mahogany. Considerable use was also made, however, of Circassian walnut and other kinds celebrated for their beautiful grain. In each case selection was made with the utmost care in order that the rarest effects in paneling and molding might be everywhere apparent in the Marshall Field & Co. store.

Unique also is the woodwork which holds the mirrors surrounding the pillars in certain of the garment sections. At the corners of such pillars the woodwork is formed into a hollow curve and from the floor to the cornice of the woodwork there runs, apart from the main woodwork, a fluted column with a carved capital which joins the cornice.

And then the size and extent of the various sections! Only a dry goods or department store man or woman perhaps can adequately appreciate this characteristic of the Marshall Field & Co. retail institution—for institution it indeed is. Taking them at random, where can one see such world-famous laces, hosiery, handkerchiefs, toilet goods, or—but it would be useless to go through the list. The extent of the store itself is evidence of the space which each stock is accorded.

Let it be said, then, that the State Street and Wabash Avenue frontages—the front and rear, as one might say, though the Marshall Field & Co. store has no "back yard"—measure, each of them, 385 ft. On Washington and Randolph Streets alike, the measurement is 340 ft. The total area of floor space in the building bounded by the streets above named is 1,717,583 sq. ft. Admitting that not all of the floor space is employed for selling purposes, it is obvious that the size as well as the number of each of the merchandise sections is commensurate with the enormous amount of space provided.

IT is essential for every reader of this history to realize that the Marshall Field & Co. establishment, extensive and marvelous as it is to-day, was originally a small store and that in many instances development on a large scale has come within a comparatively short period.

Thus, twenty-three years ago what is now probably the most extensive furniture section in the world consisted of one small room in which were handled furniture, upholstery, bedding and blankets. The room in question had a floor space of about 14,000 sq. ft. A space of only 3000 sq. ft. was devoted to furniture. Moreover, the furniture in question was all of antique character.

In 1898 greatly enlarged space was given to antique and domestic furniture. Since that time there has been a gradual expansion of this section, until it now occupies an aggregate area considerably more than that of an entire city block.

The lengths to which Marshall Field & Co. go in the effort to make their store attractive to the public are exemplified in the fact that throughout the furniture section the floor is carpeted. This is true, indeed, of almost all the selling sections throughout the firm's retail store.

The furniture section, as already stated, includes no less than thirty display rooms, all of which are furnished in the most complete manner, showing fully equipped dining-rooms, living-rooms, chambers, etc.

One of the extensive divisions of the section is that which is devoted to furniture for outdoor and porch purposes. To this class of furniture 17,000 sq. ft. of floorspace are devoted. One of the features of this section is a sun parlor and porch, fitted up in realistic style.

There is also a section devoted to the sale of furniture for children.

Besides their general retail business, Marshall Field & Co. do a large contract business in furniture and fittings, with special reference to hotels, clubs, etc., as well as private residences.

On July 11, 1921, when the hotel men's nation-wide organization met in Chicago its members were entertained in a division of the

furniture section known as the Hotel Bureau and were there afforded an opportunity to see full displays of merchandise suited to their needs.

While due attention is given to furniture of modern production for all purposes—in the home, the office, the hotel, etc.—antique furniture continues to be a noteworthy factor in the section. In order that such furniture may be shown in proper surroundings, rooms that in themselves are genuine antiques are provided. One of these rooms is walled in the wainscoting, to use the old-fashioned word, or paneling, as we call it, taken from an ancient mansion in Glasgow, Scotland. Another room is paneled in wood taken from an old mansion in London. This is known as "The Deal Room," because of the name given in England to the kind of wood of which the paneling is composed.

Equally antique in its atmosphere, but of modern construction, is a room paneled in oak and with accessories in the style of the period of the Stuart kings of England.

A spacious room is provided for assembling before a customer all the decorations and fittings for a room—furniture, draperies, rugs, etc. These are collected at the time and for the purpose, from a number of sections.

In another room representatives of the home decorating branch of the section suggest to prospective customers plans and ideas. The results of these conversations are submitted to the interested customer in the form of water-color drawings or pen and ink sketches. These designs are produced by artists, who work in another room close at hand.

In the room in which conferences are held between customers and the section's home decoration experts it was interesting to note a list, in large type, of the various things a decorator must bear in mind during the course of such discussions.

So thoroughly does the furniture section go into the matter of home decoration that in addition to the other work the designing of lighting fixtures is carried on in it.

Among the most recent developments in the furniture section is a bureau wherein prospective customers may obtain advice and suggestions as to the kind of furniture, draperies and other accessories they might best select for a room or for their entire home. In this bureau there are constantly on hand three women who are skilled in home decoration.

During last summer special attention was given by the bureau to wicker and reed furniture. Several pieces, each in a different finish, were on exhibition, together with the decorative material for cushions and for upholstering settees and chairs. Some of the finishes given to the furniture were extremely novel as well as attractive. Drapery materials, and wallpaper also when desired, are shown with the furniture on request.

All of this service is rendered without charge and independently of whether those asking for advice are customers or otherwise.

In passing it is worth while to call attention to a display noted in the rug department during one of our numerous visits to the retail store. This display, designed to interest visitors in rag rugs, accurately reproduced the living room of a homestead of the Colonial period—with its small windows and old-fashioned valence and curtains, its rag rugs here and there on the floor, its antique mirror, its eight-day clock on the mantelpiece, and its tea-table, together with a cradle in one corner and a tall candlestick on each side of the fireplace.

Altogether, a very attractive showing, suggesting to every visitor the attractive nature of a Colonial room and, in particular, the quaint prettiness which characterizes the rag rug.

In the toy section there are employed no less than 100 salespeople. Especially are toys an advertised feature just prior to Fourth of July, on the ground that thoughtful and progressive parents prefer to give their children toys at that time, rather than fireworks.

Easter, also being a gift season, is recognized as an especially favorable time for the selling of toys.

CHAPTER XI

THE "STORE FOR MEN" ANOTHER STEP FORWARD

THE buildings covering the block bounded by State, Washington and Randolph Streets and Wabash Avenue, extensive and lofty though they are, form but a part of the Marshall Field & Co. retail establishment.

With the proportions of a vast hall or temple this main floor and mezzanine of the Store for Men commands the admiration of every visitor. The furnishings are in strict consonance with the architectural scheme.

In the spring of 1914 the important step was taken of separating the men's wear business from the rest of the store. For this purpose Marshall Field & Co. had just completed a twenty-one story building, with basement and sub-basement, immediately across Washington Street, on the corner of Wabash Avenue. The store measures 150 by 150 ft. Six floors, with spacious mezzanine, plus the basement, the total area being 211,492 sq. ft., form what is known as "The Store for Men."

The second floor is in the form of a spacious mezzanine, so that the main floor has all the appearance of a lofty hall. This impression is heightened by the lofty fluted columns and by the lighting method, which includes

a semi-floodlight system near the ceiling and around the capitals of the columns where they join the ceiling.

Here, as in the main store, the floor is laid in marble tiles, the floorcases and the bases of all fixtures are of dark green marble beautifully streaked with gray. The completeness of the provision made for supplying men's needs is indicated by the fact that in addition to the usual lines of furnishings, hats, gloves and the like there is a spacious section carrying fancy leather goods of all kinds and another handling all sorts of jewelry for the use of men.

That careful consideration has been given to what a man might want to purchase in the Store for Men is proven by the fact that on the fifth floor there is a line of trunks and bags of the more serviceable character, placed there to accommodate the man who is in a hurry and has not time to go over to the travelers' luggage department in the main store.

On the second, or mezzanine, floor is a most extensive line of footwear of all kinds, together with underwear and a custom tailoring department. The third floor carries the regular lines of clothing, while on the fourth are special or seasonable lines—summer clothes, at the proper period, and overcoats, in the fall and winter—together with all kinds of sports wear.

The fifth floor supplies men's needs in con-

Some idea of the spaciousness, and of the elaborate character, of the furnishings of the tea rooms in the main store is afforded by this view of one of them. Glimpses of the adjoining rooms on the left give more than a hint as to the capacity of the group of tea rooms, and indicate the ease with which special parties can be taken care of.

nection with sports. The range of auto supplies is complete from a monkey wrench to a camp trailer. For fishing, golf and other sports the man's needs are equally well taken care of.

The sixth floor houses the Men's Grill, a delightful, club-like restaurant where at noon sides, by a semi-indirect electric system, and also from a dome of softly colored glass. The floor is tiled in marble. The square pillars are enclosed to a considerable height in dark mahogany and the walls are similarly paneled. The menus and service are of the best, and the chairs are of the cosy, "arm" variety

With its dome of Favrile glass, mahogany panels, dark mahogany furniture and marble-tiled floor the Men's Grill is a luncheon place famous for its club-like atmosphere as well as for the excellence of its cuisine.

every week-day may be found business and professional men of wide acquaintance and reputation not only in Chicago but in other centers. The visitor, therefore, is quite likely in lunching there to meet accidentally a man from his home town and, naturally, is impressed with the appeal which the Field store has for men all over this country.

The Grill, with its kitchen, occupies the entire floor. It is lighted by windows on two which invite one to enjoy an after-luncheon cigar, prolong a chat or devote one's attention to a business conference.

A striking feature of this Men's Grill is the great central fountain in polished marble and metal. The water falls in a shower around the edges of a bowl from the center of which rises a low pillar surmounted by a polished sphere. The water falls into a second and larger basin and thence into a still larger re-

ceptacle, which is circular in form and rises eighteen inches or more from the floor.

THE Store for Men is connected with the main store by a tunnel under Washington Street. And having viewed the conveniences supplied for the men let us proceed into the main store, take one of the numerous elevators —there are 92 of them in the retail premises —and visit the tea and grill rooms where women and men also, may have their hunger and thirst appeased.

These are located on the seventh floor and occupy a space of 100,000 sq. ft. Not only luncheon but afternoon tea also is served. As many as 3900 persons may be served at one time, and in addition to the usual forms of luncheon one may order in advance a table d'hôte meal for a party, large or small. These specially ordered luncheons may be served in booths or in private dining rooms. In many instances conventions and clubs have taken advantage of this service—though, with such large numbers, one of the very large rooms usually occupied by the general public is devoted to the purpose.

The larger rooms, or tea rooms proper, being situated on the wide gallery which runs around one of the light wells or rotundas, have an unusually spacious and lofty air, and, as already mentioned, they have the benefit of the wonderful light effects provided by the dome which forms a large part of the ceiling.

One of the most attractive rooms perhaps is what is known as the Circassian Walnut room or South Grill room. A large pool or basin in the center, surrounded by palms, ferns and other plants, with a tall palm in the center, gives a peculiar charm to this beautiful room.

Then there is the Narcissus Fountain Room. The fountain is of marble in a chaste and somewhat severe design. This room is a favorite for afternoon tea as well as for luncheon purposes.

The smallest room of the group is known as the Wedgwood Room, being furnished and decorated in the blue and white that is reminiscent of the famous Wedgwood pottery. It seats about a hundred and twenty-five people, and is in demand not only for luncheon and afternoon tea but also as a breakfast room for the use of early shoppers and out-of-town visitors.

Not only are the Marshall Field & Co. tea rooms noted far and wide for what they serve and the way they serve it; they also comply with requests from customers for information as to how any especially acceptable dish is made. So great was the number of requests for one recipe that the firm had it printed on a card. Of this one recipe over 15,000 copies were thus distributed.

No visitor to the tea rooms or men's grill can fail to be impressed with these words, which are printed on the menu:

A store of service—service in merchandise—service in conduct.

CHAPTER XII

THE FIRST TO ESTABLISH AN UNDERPRICE BASEMENT

THE basement of the Marshall Field & Co. retail store is of especial interest and for more than one reason. In the first place, the firm were, in all probability, the first to use a basement for selling purposes. Secondly, it is a certainty that Marshall Field & Co. were the pioneers in establishing what has since become a familiar feature in the retail dry goods business, having of late years been adopted in many stores — namely, an "underprice basement," "economy basement," "downstairs store," or whatever one chooses to call a basement wherein are carried goods of lower price than those handled on the upper floors.

We are fortunate in being able to reproduce on this page an advertisement published on Oct. 26, 1887, which proves that in that year the basement salesroom of Marshall Field & Co. was regarded by the firm as "a great supply center for the less expensive grades of merchandise."

It is equally certain, however, that considerably over two years before that time the basement was used for the sale of lower-priced goods.

MARSHALL FIELD & CO.

State and Washington-sts.

The LESS EXPENSIVE but RELIABLE grades of such goods as are required by cold weather, are shown in our

Basement Salesroom

In very large assortments and

At (Unquestionably) Lowest Prices.

We itemize as follows:

Ladies' Merino Vests and Drawers, excellent quality	50c each
Ladies' Scarlet Vests and Drawers	75c each
Children's White Merino Vests and Drawers	45c each
Children's Scotch Wool Vests and Drawers	40c each
Men's Scotch Mixed Shirts and Drawers	50c each
Men's Camel's Hair Shirts and Drawers	50c and 90c each
Men's Genuine Scotch Lamb's Wool Shirts & D'rs	$1.50 each
Ladies' Ribbed and Plain Cashmere & Merino Hose	25c pair
Ladies' Extra Heavy Cashmere Hose, colors and black	45c pair
Children's Ribbed and Plain Cashmere Hose, colors and black, all sizes	25c pair
Children's Heavy Ribbed Wool Hose	35c, 40c, 45c, 50c pair
Men's Genuine Scotch Wool ½ Hose, $4.50 doz	40c pair
Men's Best English Merino ½ Hose, $3 doz	25c pair
Knit Mittens	10c pair and up
Knit Jersey Caps	8c each and up
Knit Toboggan Caps	25c each and up
Knit Fascinators (extra values)	35c, 50c, 75c each
Knit Leggins	25c pair and up
Blankets, white	80c, $1, $1.25 to $3
Blankets, all-wool, white	$3.00
Blankets, all-wool, red	$2.50

Each of the above quotations is a Bargain worthy of careful attention, and for every item printed in above list we show ten or one hundred different styles, patterns or qualities. Our Basement is a GREAT SUPPLY CENTER for the LESS EXPENSIVE GRADES OF MERCHANDISE.

This advertisement, published on Oct. 26, 1887, and carefully preserved by one of the department heads of Marshall Field & Co., retail, affords incontestable proof that at that early date Marshall Field & Co. conducted a bargain or under-price basement, thus preceding by many years other concerns which have adopted this method of merchandising.

To go back to the beginnings of the use of the basement as a salesroom by Marshall Field & Co., it will be recalled that in an earlier chapter we stated that in the early days the basement of the Field store was occupied largely by boilers, engines and other service essentials and in part also by reserve stock. Space for selling purposes was obtained by removing the reserve stock to the fifth and sixth floors, those floors being used at the time for workroom purposes only. On the sixth, or mansard roof, floor there was the carpet and upholstery workroom and on the fifth floor the dressmaking workroom.

The basement salesroom was opened on May 31, 1880. There were but four sections, viz., medium priced de-

pendable quality wool and cotton dress goods; prints and calicoes; domestics and cotton batts; and flannels. The first day's sales amounted to $507.84. For the first week the sales aggregated $3,583.30.

The basement at Marshall Field & Co. was first used for the sale of goods at lower prices than those carried on the upper floors on Jan. 1, 1885, when linens were placed on sale in the basement.

In September, 1895, the number of sections in the basement had increased to 29. In 1898 their number was 45. Among the added sections was shoes. The main shoe section had been installed on the second floor in 1892.

The area of the main store basement today is 187,144 sq. ft. The number of sections in the basement is 67.

This statement may or may not convey an idea of the extent of space involved. To most readers, no doubt, it will be more illuminating to state, as is the truth, that Marshall Field & Co.'s basement is an immense department store in itself, but all on one floor.

Moreover, due to the efficient ventilating system the air is as pure and as cool as that of an upstairs salesroom. Also attention is paid to the maintenance of quality in the basement merchandise just as consistently as is the case in connection with the goods carried in the upstairs sections.

The observant visitor is astonished alike at the number of lines carried and at the size of the sections. There are women's, misses' and children's garments, of all kinds; there are yard goods—silks, wool dress goods, cottons, etc.—there are laces, millinery, gloves, shoes, corsets, underwear, draperies, lamps, china, glassware, toilet goods, stationery (including commercial stationery), candy—in fact, practically all the lines that are carried in a store having five or six floors and basement.

And to this must be added all the men's wear and boys' wear lines, which are carried in the basement of the Store for Men. This basement is connected with the main store basement by a tunnel under Washington Street.

The aisle leading to this tunnel is, it is safe to say, the longest aisle in any store in the world. Extending from Randolph Street, on the north, to the southernmost edge of the Store for Men, this aisle measures 604 ft.

Spaciousness of sections is especially noteworthy in connection with the women's, misses' and children's apparel. This section is carpeted throughout, and the pillars, as elsewhere in the basement, are surrounded by mirrors. Goods are carried in cabinets and stock-rooms, with a liberal display of merchandise on reels. The women's and children's shoe section is also of great extent. Noteworthy for its size also is the millinery. That section also is carpeted.

The silks, dress goods and other yard goods, being located under the wide sidewalk along the State Street front, have the benefit of a flood of daylight, although all the sections are well lighted by artificial means, or otherwise.

The equipment of all the sections is that of a high or medium-class store. Mahogany shelving and counters are the invariable rule, and where carpet is not laid the floor is of marble tiles. Floor cases and showcases are freely used, so that there is excellent display of merchandise. This is added to in appropriate departments by suitable merchandise exhibits. For instance, in the draperies and lace curtain goods sections there are arranged against the pillars displays showing drapes and curtains as they will look in the home.

Between the main store and the store for men—still speaking of the basement—there is a rest-room, and quite a spacious one, for the use of men as well as of women.

The basement store for men is as fine a store in the matter of fittings and general appearance as any average store or department.

In short, the entire basement, though handling goods of lower price than the upstairs sections, is a mighty good example

of a department store seeking the moderate-priced trade. The bargain atmosphere is entirely absent. It is a lower-price store, but lower price only in comparison with the class of merchandise carried on the upper floors. The same standards as to quality prevail in the basement as are insisted on in connection with the merchandise handled in the other branches of the firm's business.

In the width of its aisles, the character of its fixtures and the quality of the goods handled, Marshall Field & Co.'s basement is on a par with the upper floors of many a department store.

The basement, too, has its own conveniences for the public. There is, for example, a post office, with parcel-post facilities, located close to the rest-room already mentioned.

Altogether, the basement at Marshall Field & Co.'s retail store is something as distinctive in its way as any other feature of that remarkable establishment.

IN an earlier chapter reference has been made to the delivery service afforded by Field, Leiter & Co. in that firm's early days. Inquiry shows that in 1882 Marshall Field & Co.'s retail deliveries were effected by means of seven wagons. Of these, three went south, two north and two west.

The service was continually increased until it required 700 horses to take care of its deliveries. The delivery section of Marshall Field & Co. now serves daily an area of 450 square miles. The number of trucks and wagons in normal use, all of which are motor-driven, is 411. There are six garages, as follows: One Central, two South, two North and one Main. With the exception of the Central, these garages are also sub-delivery stations.

The Central garage is located at Polk and Desplaines streets. It was completed April 30, 1918. It is located in four buildings, of one story and two stories. Each of these buildings measures 70 by 237 ft. They occupy an entire city block. In this

garage are housed and cared for 276 electric and 145 gasoline-driven vehicles. The smaller garages have a capacity of from 16 to 52 cars, respectively.

Having glass roofs, the one-story sections are daylighted even in the most cloudy weather. The second floors of the other sections are also glass-roofed, thus affording the best conditions under which to conduct the machine shops which are there located.

These shops are of the most complete character, equipped with machine tools and all other appliances for doing any kind of work on a motor, whether electric or gas driven.

Steam power for compressing air for tires, for riveting and for other purposes is derived from two big boilers. There is a still for purifying the water for the batteries of electric cars. The distilled water thus obtained is conveyed in bottles of many gallons' capacity to the firm's wholesale and retail stores and their other garages. Gasoline and oil are handled by means of the most up-to-date appliances. There is also provided means for filtering oil and thus making it available for continued use.

Castings of all kinds are carried in two well-arranged stock-rooms, and these castings are made into the finished part by turning, threading, or whatever process is necessary. As an example of skillful work along these lines, the plant is now obtaining gear castings and cutting its own gears.

Not content with making repairs of all kinds, this central garage is building trucks for the use of the delivery departments of the retail and wholesale businesses of Marshall Field & Co.

Care for the comfort and health of drivers and garage men is shown in the provision of shower baths for their use in the central garage.

In this central garage, again, one comes across instances of long service with Marshall Field & Co. The superintendent in charge of this and the other garages started in as a wagon boy thirty odd years ago. He introduced us to a fifty-year medal man who, he remarked, "had been his boss." Most of the mechanics in the plant started in as wagon boys or drivers and grew into their present positions. Always the same thing throughout the Field organization: opportunity! opportunity! in some direction or other for the one who is able to recognize the opportunity and profit by it.

As said, the vehicles in the Field delivery department are all motor-driven. The last horse was sold on the completion of the Central garage, and the delivery department manager's comment is that "it was a pathetic afternoon." "People used to call up," he added, "and report that a horse or team showed signs of being tired out. We thought we would thereafter be spared that; and we were. Nowadays, however, they ring us up and tell us (with just about as much accuracy as in the matter of the horse) that our wagons are exceeding the speed limit, when the fact is that they can't run over twelve miles an hour."

Evidently, the public of Chicago and vicinity take a keen interest in every operation of the Marshall Field & Co. store.

The selling departments are connected with the delivery department in the subbasement by spiral chutes. Three of these are two-bladed; that is, they are so divided that C. O. D.'s and "charge sends" are separated from the "cash sends." These are dropped on to separate belt conveyors, thus expediting the sorters' work.

Just what the Marshall Field & Co. delivery section can do in the way of well-planned and rapidly executed work was clearly shown when the time came for the removal of all the men's goods from the main building to the Store for Men in 1914.

When the store closed at 5.30 p. m. all had been put in readiness and the workers on the tremendous job knew exactly where each truckload had to go. The result was that at 9.15 p. m. all the merchandise for men had been transferred to the new building and put in place, ready for the opening on the following day.

The receiving and marking room occupies the eleventh floor.

The offices of the retail management, the advertising manager, the superintendent and his aids, the delivery manager and his immediate assistant occupy part of the ninth floor of the retail store. All of these offices are fitted up in handsome style, the partitions being of mahogany and plate glass. The appellation, "Mahogany Forest," has been given to this part of the ninth floor. It fails, however, to convey an impression of the quiet dignity and business-like atmosphere of this portion of the store.

The editor of the *Economist* recalls visiting the store in 1904 and noting with interest the presence of a tube room on two or three of the upper floors, in addition to the main cashier's room in connection with the pneumatic cash system, which was located in the basement. To-day the central station of the pneumatic tube system is in the sub-basement of the main building, with another central station in the Store for Men building.

This system is operated throughout the establishment for various purposes. Among these is the supplying of change to the cashiers and the salespeople who operate cash registers.

Here it is proper to explain that cash is handled and change made in the Marshall Field & Co. retail store by inspector-cashiers, on what is known as the open-till system, as well as by salespeople using the multiple-drawer cash register. One hundred and sixty of these machines are in use in the store. Not at every inspector-cashier's desk, however, is there a tube outlet.

The tubes also transport transfers that have been closed, by the customer's purchases having been completed, from the department where the last transaction took place to the place where transfer packages are assembled.

The largest percentage of the cash credit, or refund, tickets go through the tubes to be cashed. Through the tubes also go notes between stock-rooms and selling departments. It is found more convenient to handle requests for goods from stock-rooms by written memoranda rather than by telephone. There is less opportunity for error and, moreover, the order may be filled direct from the stock room with the written order as a voucher.

Charge "take-withs" are certified as to credit by means of the telephone automatic O.K'ing system. Charge "sends" are authorized in the delivery department.

These methods represent a long step from the days when the older members of the management and employees began their long connection with the Marshall Field & Co. retail store. At that time in the Field store, as in others of the period, the cry of "Cash! Come, cash!" resounded, and the tapping of pencils on the counter was adopted for the same purpose of calling a messenger to run from the salesman at the counter to the cashier's desk and back again.

Inquiry shows that Marshall Field & Co. did not adopt the gravity system, which was the forerunner of the cable cash system and of the pneumatic. In the gravity system the money was placed by the salesman in a large ball of wood, composed of two hollow hemispheres, around the edges of which screw threads had been turned. The salesman put the money and sales-check into one of the hemispheres, screwed the two together and placed the ball on a light double rail, along which it rolled gracefully but somewhat slowly to the cashier's desk. The ball and change, of course, were returned to the salesman in a similar manner.

Marshall Field & Co. did have a basket carrier system for parcels and cash at one time, however. This was in a room in one of the buildings on State Street, north of the original store, which, as has been related, were acquired and used for store purposes until the present twelve-story buildings were erected on their site. This basket system was used for hosiery and knit underwear, those lines, together with umbrellas, being carried in the room in question.

Pneumatic tubes were first installed in the Field store in 1893, the year of the great Co-

lumbian Exposition, which was held in Chicago.

The first belt conveyor system for handling packages was installed by Marshall Field & Co. in 1906. It was placed in the Middle Wabash Building, which was then in course of completion. The belt conveyor was looked upon with wonder at that time, and the installation was regarded as extraordinarily elaborate—as no doubt it was for the period when it was installed.

Doubtless, the introduction of this appliance by the great Chicago house did much to foster its adoption in other stores.

Store hours in the 80's were from eight in the morning to six at night. Boys and girls went to work at an extremely early age—which accounts for the great number of men in the Field organization, wholesale as well as retail, who are hale and hearty and in active service, although they entered the employ of the concern thirty, forty and even fifty years ago. For example, last year the house celebrated, as is its wont, the fiftieth anniversary of consecutive employment of three men, and it was found that the average age at which the trio had become connected with the firm was twelve years.

Besides the selling and service departments, the offices, receiving and marking rooms, the delivery department and other necessary features of a department store, the Marshall Field & Co. retail establishment includes a large number of workrooms and factories. On the tenth floor space is devoted to a room where skilled operatives repair jewelry brought in by customers. In another room engraving is carried on. On the same floor is the upholstery workroom, a veritable factory where portières, awnings and other goods are made up from the store's materials. The millinery workroom is also on this tenth floor.

On the twelfth floor are the fur workrooms, and it is fitting to state here that on the same floor, and also on the thirteenth are located the fur storage rooms, or vaults as some call them, where customers' valuable garments and other pieces are preserved in a temperature "where moth cannot corrupt." On the twelfth floor, also, are the garment alteration rooms. On the thirteenth floor window shades are made.

An unusual feature, one, we believe, that is unique, indeed, is a custom shoe department, and so we find on the thirteenth floor a fully equipped shoe making repair plant, with its up-to-date machinery and skilled workmen. There is on this floor, too, a laundry. There is a spacious plant for the making of candy. And even this is not all. There is on this same thirteenth floor a room for the development of photographs.

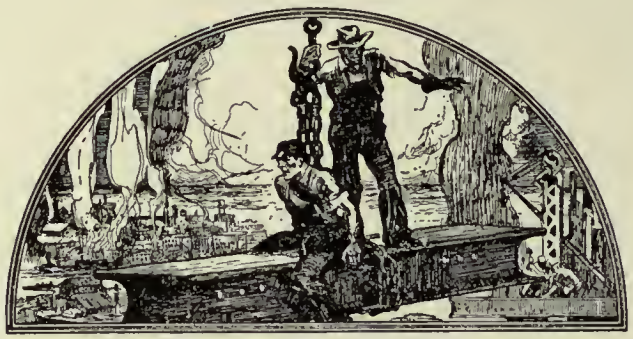
There are also a number of plants making goods for the retail which are located outside of the store building. Prominent among these is a factory making clothing for men and boys. Another large plant is that which makes up rugs and furniture.

Several of these retail manufacturing plants and workrooms will be described in detail in a subsequent chapter.

CHAPTER XIII

ADVERTISING POLICIES OF THE RETAIL STORE

IN an early chapter of this series it was related that Marshall Field eschewed Sunday newspaper advertising, and the reason was given for this policy. Mr. Field, it was pointed out, was actuated by the feeling that a house like that of which he was the head owed it as a duty to the community to set what it might regard as a good example. He held that if Marshall Field and his firm did not show respect for Sunday many others would be equally lax and careless. Sunday he regarded as a day on which business might temporarily be forgotten and men's thoughts turned to higher things. He felt that in matters of this nature as in others his firm ought to be a leader and he realized that leadership carries with it a great responsibility.



RECONSTRUCTION

LET the wheels of industry hum!

Mankind turns, freed from the grip of war, to rebuild the world.

"Construction" is the slogan of the day. All the signs betoken expansive development—a busy world, resuming old tasks and creating new ones.

There must be no shackles on production; no stinted labor; no idle hours.

A new Americanism moves the nation. The spirit of Service, electrified by war, stirs in every heart. A new faith promises new ideas, new standards, new ideals.

Make way for progress!

Immediately after the armistice Marshall Field & Co. ran in the newspapers a series of advertisements designed to stabilize public sentiment and help in keeping the nation and its affairs on an even keel. This is the third ad in that series.

Holding these views, Mr. Field not only did not advertise in the Sunday newspapers, but he did not allow his window displays to be visible on that day. This policy has been continued until the present day. Doubtless, many people on seeing the shades drawn in all the show windows of the Marshall Field & Co. store on Sundays have wondered why this was so. Here, then, is the explanation.

Marshall Field had other ideas in regard to advertising which are well worthy of attention. He looked upon advertising as an essential part of the store's service to its community, holding it to be as important to give the public information about the goods as it is to provide the merchandise.

The dominant note of the Marshall Field & Co. publicity, therefore, in the days when Mr. Field directed the advertising was — as it still is — to give information, rather than to induce immediate purchases. Direct results in sales, traceable to the advertising of that particular moment, were only in a fractional degree the end that was sought. The idea that was in large measure back of the publicity was that whenever the store had made contact with a

new customer it had created the opportunity for trade with that customer extending over a long period of years.

In the early days, when his store was of moderate size, Mr. Field personally directed the advertising. He even used to give out the copy to the newspapers. He was extremely watchful as to the statements made in each and every advertisement coming from his store. He used to say that a merchant or a firm ought no more to misrepresent or misstate in an advertisement than in a personally written letter. Statements made in an advertisement, he also used to aver, were like giving a note. They must be lived up to, just as if they were the merchant's bond.

The first word of instruction he gave to those who were to write and otherwise prepare the ads for the printer was: "Say less than you can conscientiously say, rather than more. Then those who buy the goods will say, 'It is better than I thought.'

"Don't bring customers in with overstatement," Mr. Field would add; and time after time his blue pencil went through some over-enthusiastic statement written or passed by his advertising manager. Confidence on the part of the public Mr. Field regarded as the chief asset of a business, and any act that tended to destroy confidence he strenuously discouraged.

"Try to make every transaction a means of increasing confidence," he would emphatically and frequently direct.

It was because of these convictions, which lay so close to his heart, that Marshall Field & Co. in 1902 took the radical step of eliminating comparative prices. This action has since been taken by a number of retail stores in various centers.

Whether such a policy is desirable or not is still a subject of controversy among retail merchants and publicity men, however. It is proof, therefore, of the courage of Mr. Field and his immediate associates of nearly a score of years ago that they were the pioneers in this direction of "no comparative prices," as in so many others.

Another view held by Mr. Field which influenced the advertising policy of his firm was this: That there is a natural drift toward the most conspicuous institution. He realized that if a store is just one of a crowd it will get an average business little above that of its nearest competitors, but that if the store succeeds in rising only a little above its competitors in the public esteem it will draw additional business far in excess of the extra outlay through which that new business was obtained.

With this in mind, there were occasions on which Marshall Field & Co. purposely did things which looked extravagant or actually did involve a very large sum.

In 1902, in connection with the opening of the additional store building, souvenirs were given out in character and in quantities that must have run into a large sum of money for those days. Looking through the dusty advertising files of that year, in one corner of the present store's attic, the editor of the *Economist* found the advertisements in connection with that event. And pasted in the scrapbook along with the ads was a generous write-up of the new addition and the opening.

From this we learned that the Field store gave away on the day of the opening $10,000 in silver souvenir spoons and silver pin trays There were also given to customers and visitors vast numbers of souvenir postcards. To these were added 100,000 colored pictures, and also quantities of lithographs showing the retail store of Marshall Field & Co. as it then was. And not content with all these various forms of souvenirs the store also presented to visitors in commemoration of the occasion bird's-eye views of Chicago, each view neatly rolled in a pasteboard tube.

Five years later—about the time of the opening of another new building—we find Marshall Field & Co. publishing a newspaper page ad showing little more than a beautiful wash drawing by Harrison Fisher, one of the most prominent artists of that day. Other Field advertisements of that day show a signed drawing by Frank Lyendecker or some other celebrated illustrator.

It was also the practise with Marshall Field

& Co. in the early days of the present century to advertise the most expensive things in a way that seemed to indicate that despite their high cost the store management *expected* people to rush right in and buy them.

ANOTHER tenet of Mr. Field's was that it was good policy to put the thought of the store as a whole before the public with a view to building up good-will and creating the concept that Field's was a good store in which to do all of one's trading. He, therefore, was a strong believer in institutional advertising as a means of letting the people know more about the store and think more favorably of it.

A department head of Marshall Field & Co.'s retail, who has been with the firm over thirty years, treasures this souvenir, a metal ash or pin tray in silver and gold finish, thousands of which were given away at the opening of the completed store as it now stands, on Sept. 30, 1907

Looking again at the Marshall Field & Co. advertising of 1902, we find that it had many of the features of good publicity of the present day. Besides the illustrative matter above mentioned there was a great deal of really high-class art work. There was the use of the editorial. The page ads were skillfully laid out. The type faces were well selected and the typography was excellent.

Where these old-time ads differ from those of the present day is in the decidedly limited use of white space. The page ads look crowded, and all the more so because the newspaper advertising of so many department stores in this year of grace 1921 reminds one of the familiar quotation relative to books in which "a neat rivulet of text meanders through a meadow of margin."

In contrast with the large-space, general advertisements, the three-column, small space ads exploiting goods of only one department are almost as "open" and as effective-looking as ads of similar size of the present day. As far back as 1907 there was considerable use of this department advertising by Marshall Field & Co.

The policies and aims which actuated Marshall Field & Co. in their advertising during earlier years are the guides in the firm's advertising methods of the present day. In the newspaper advertising the purpose is not solely or directly the selling of merchandise. A great deal of space (and that means the expenditure of large sums of money) is devoted to making clear the institutional nature of the Marshall Field & Co. business and the ideals by which the firm is actuated.

Editorials are a feature of the advertising almost daily, and these in many instances deal with the store itself or with its merchandise only in so far as the last paragraph, or it may be the last line, points the application. In some cases the sole link between what has been written and printed and the firm and their institution is the signature of Marshall Field & Co.

This was especially the case in much of the advertising during the world war, as it has also been subsequently. Immediately after the armistice Marshall Field & Co. ran in the newspapers a series of advertisements designed to stabilize public sentiment and help in keeping the nation and its affairs on an even keel.

The first advertisement in this series was entitled "Peace! A signal for the Great Start." The subject of the next was "Looking Ahead." The idea carried out in the text

of this advertisement was to the effect that the signing of peace was the signal for business and industry to take the helm. Emphasis was laid on the need for the spirit of service which had actuated people during the war being maintained and even intensified during peace.

This same need was stressed in subsequent announcements of the series, for Marshall Field & Co. felt strongly that without the spirit of service, the will to work, the continued acceptance of self-denial and the practice of economy the war-time prosperity would be succeeded by a period of depression and discontent and of a general loosening of the old bonds by which the industrial and commercial fabric of this country had been held together.

Thus, the third ad in the series began with "Reconstruction: Let the wheels of industry hum!" The fourth was entitled "Our Colossal Task," and it contained this wise counsel: "The backbone of all enterprise must be increased production." Another issued the call "America to Work!" and stressed the barrenness of Europe's cupboard and the need for increased production on the part both of farmers and of workingmen.

Again, on Thanksiving Day, 1919, under the heading of "Americanism," the firm published an advertisement which in a few pithy sentences set forth reasons for pride and gratitude on the part of Americans and also on the part of our alien population, because of our national wealth and still more because of our American ideals. The purpose of the firm's words was to strengthen confidence on the part of loyal people throughout the nation and to sound a note of warning among the disloyal element.

Even the envelopes in which small articles are handed to customers are artificially adorned with advertising matter in Marshall Field & Co.'s retail store. This one is made of manila paper and is printed in black and red.

This advertisement elicited from the Milwaukee *Sentinel* an editorial expression of warm admiration and appreciation.

The keen effort to avoid misrepresentation, as embodied in the elimination of comparative prices in 1902, is exerted just as sedulously and just as continuously to-day. Conferences between the merchandise manager of the retail store, its section heads and its advertising manager are taking place more or less constantly. This is made easier by the fact that the merchandise manager and the head of the advertising bureau occupy adjoining offices.

Merchandise department heads when seeking advertising space for special offerings are in numerous instances required to send a sample of the goods to the advertising bureau. If any doubt is felt there as to the accuracy of the department head's beliefs or claims, a member of the store's comparison department is sent out to ascertain the character

and price of similar wares in other stores.

Such investigations are seldom required. The prevalence of the Field spirit throughout the store as a rule insures accuracy and fairness of statement by the department heads. Nothing is left to chance or accident, however, for the Marshall Field & Co. business has been built from the very start on *confidence on the part of the public in the store and its merchandise* and this confidence is safeguarded by men who realize its inestimable value.

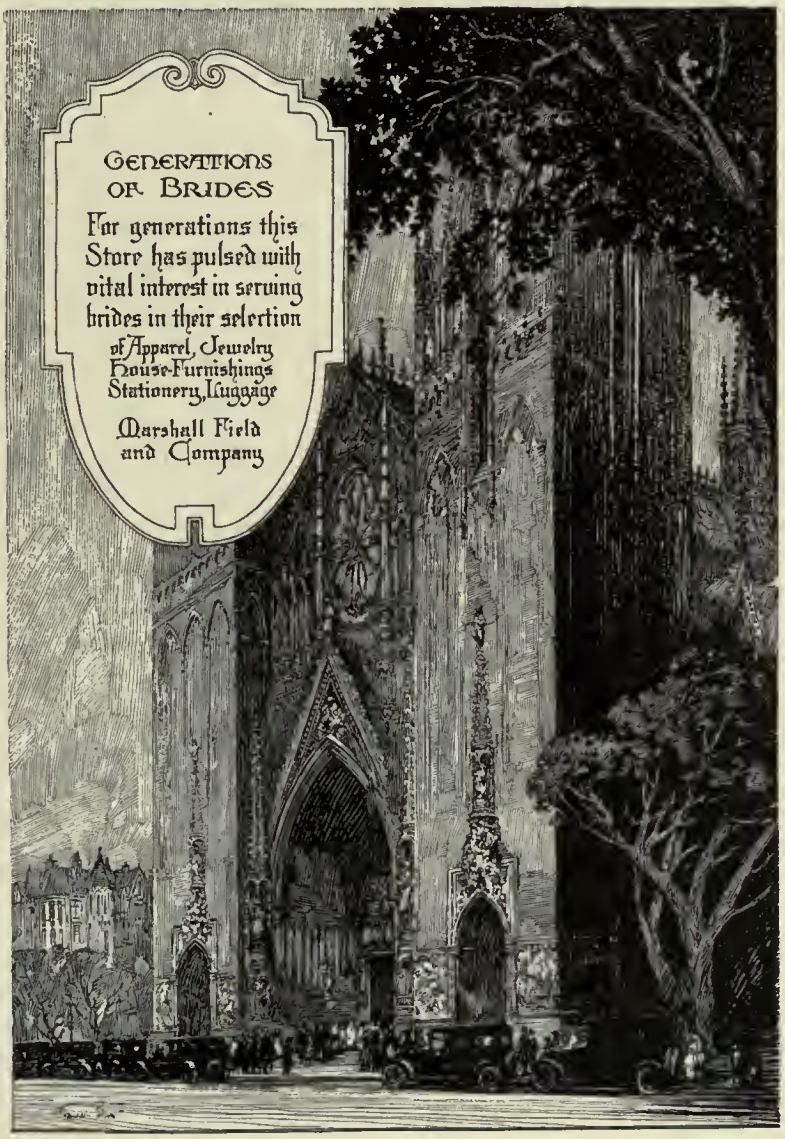
It is only fair and proper to mention here that this same effort to insure to the customer absolutely fair and just treatment is pursued just as closely, constantly and intelligently in the wholesale branch of the business as in the retail. It is part of the Field policy and, in the very nature of things, it permeates the entire institution.

CHAPTER XIV

INDIVIDUALITY IN ADVERTISING AND ATTRACTIONS

OF the several forms of advertising by means of the printed word newspaper publicity is regarded by Marshall Field & Co. as the most important.

This form of advertising has two main divisions. The one applies to the general department store, the other to the Store for Men. The publicity for the latter is designed to typify strength, virility, masculinity; the former varies in type, as department store ad-



Artistry, dignity and prestige-building power are characteristics of Marshall Field & Co.'s newspaper ads dealing with particular lines or events. An example taken at random from a large collection.

vertising must, in the very nature of things, according to the season, the period of the year, the merchandise advertised, the purpose of the ad, and other considerations.

In the newspaper advertising illustration plays a prominent part. The editorial is also effectively employed.

The advertising of merchandise for men frequently turns on some current affair in the sports world. One Saturday during the summer an important polo game was to take place in Chicago. Marshall Field & Co.'s ad in the newspapers of that morning, directed at the men, showed a spirited illustration of polo players in action, while the type matter had reference to a few definite lines of men's merchandise.

The advertising for men is invariably run in a separate part of the newspaper from that which is of a general character or which makes its appeal to women. Advertising addressed to men is published daily.

One of the most noteworthy features of the Marshall Field & Co. newspaper advertising is the advertisement for children, published once a week in the evening papers. This advertisement occupies a page or so and always bears the title "Juvenile World," with the sub-head, "Published for Boys and Girls and Their Parents." The advertisement is written for children, and in one or two instances the page has carried an editorial written *by* a child. It is based on the idea that anything which really appeals to the child will also appeal to grown-ups.

This method of reaching the children was started in the fall of 1919, and, like many other ideas originated by Marshall Field & Co., it has since been followed by several other stores.

Besides their newspaper advertising Marshall Field & Co. have, for many years, been accustomed to publish numerous booklets, folders, and other attractive forms of publicity. One of the most prominent of these is the fashion magazine for consumers' reading. It is entitled "Fashions of the Hour," and took the place of a number of booklets formerly published at more or less regular intervals.

"Fashions of the Hour" is issued six times a year. In typography and art work it vies with the highest-class monthlies. Its reading matter also compares most favorably with theirs, and it is as accurate and as authentic as regards its fashion news. This is true even though most of the pages deal with matters that are of more direct interest to the women who shop at the Field store, including merchandise on sale (sometimes with the price) or some article of merchandise that is of especial interest at the time of publication.

That women the world over like to read "Fashions of the Hour" is proven by the number of copies of each issue printed and distributed, viz., 125,000. Moreover, an entire edition is exhausted within a week of its leaving the presses.

Nor is the magazine of interest only to women. Each issue also carries reading matter and illustrations that make an appeal to the men and tend to bring them, or their orders, to the Field store which supplies the needs of the adolescent or grown-up male members of the family.

Carrying out the idea of advertising to the children, Marshall Field & Co. publish monthly for the little ones the "Juvenile World Magazine." It usually consists of 16 pages, profusely illustrated and printed on coated paper, together with a cover. The front cover is usually in colors. The illustrations and reading matter are such as will appeal strongly to children. Needless to say, also, Marshall Field & Co.'s merchandise is laid before the children—and the parents—by means of illustrations and descriptions, with prices.

For the men also there are special forms of publicity. One of the most ambitious of these, issued in 1920, is entitled, "Man and His Wardrobe," with the sub-title, "An Historical Impression of Attire." The page size is a little over 9 by 12 in. The cover, of the heaviest possible stock, reinforced, is printed in black and gold on a soft, neutral ground. In the upper center is a medallion design en-

closing a silhouette, in black and white, of a man's head and bust, on a background of bright blue.

On each left-hand page is a half-tone from one of those soft, somewhat impressionistic photographs now so fashionable, these illustrations showing transactions between customer and salesman in various departments. Each of these illustrations occupies two-thirds of the page, with a wide margin above and on each side and a deeper space below.

In this lower space are "thumb-nail" sketches of men's attire during different historical periods, with brief explanatory notes in six-point italic.

The right-hand pages carry reading matter occupying about the same space as the facing photo reproduction.

On all of the pages there is a border or rule effect in a soft neutral tint, approaching that of the cover, which sets off the page contents. The text matter has to do with the early history and subsequent development of the line of goods to which the adjoining photo relates. There are 31 pages of reading matter on a very high grade of heavy stock.

This cover of one of the issues of the Juvenile World Magazine, printed in several colors, is indicative of the scale on which Marshall Field & Co. do things. Note the appropriate introduction of the coat of arms, which is a trade-mark with the Field firm.

This booklet, or rather book, has a strong appeal, more especially because of the drawings of costumes of ancient days. Such illustrations are always of interest even to those who may be familiar with costumes of the long ago.

Booklets cleverly written and beautiful in their art work and photography are brought out by Marshall Field & Co. in connection with special events taking place in the store.

One of these, entitled "A Pageant of Centuries as Told in Silks," was brought out in connection with a silk exhibition held in the store during the spring of 1920. Each left-hand page bears an appropriate illustration while the right-hand page tells of silks in China, Japan, India, Italy, France and other countries.

Still more elaborate is a folder printed on heavy stock, with the text lettered by hand, which was issued in connection with the opening of a new costume room. This folder includes two exceptionally beautiful illustrations in color, indicative of the costume room and of the merchandise sold therein.

We also have before us a booklet relative

to correct apparel for California and the South, the cover of which is printed in black and gold in a pine-leaf design, while in the center, on a ground of gold, is a conventional design showing a vase of flowers and flying bluebirds.

Under the title of "The Romance of Lace," there was distributed by Marshall Field & Co., in 1920, a booklet containing 45 pages of reading matter covering the history of lace making, present methods of manufacturing with illustrations from its own manufacturing plant, the Zion Lace Industries, and descriptions of the kinds of laces in most general use.

This booklet is illustrated with views of lace-making machinery and with photographic reproductions of different kinds of lace.

The cover is particularly interesting, being in heavy stock in a dark greenish blue, with a lace pattern accurately reproduced thereon in white.

Color work showing various patterns in golf hose and other sports wear is employed in a booklet which has on the cover a reproduction of a cartoon by Briggs. The title below the cartoon reads: "And then he took up golf and made a hole in *one*."

The firm also have a way of reproducing in booklets a number of the editorials used in their newspaper advertisements. One such booklet is entitled, "Advertising Advertising" and contains just a score of Marshall Field & Co. advertisements.

Going back to the booklets dealing with general subjects, it is proper to mention one which is entitled "The Store of Service" in which are described and illustrated many of the features of Marshall Field & Co.'s retail store. On the inside of the back cover is a view of the Marshall Field & Co. main wholesale building, while on the back cover proper is a map of a portion of Chicago, showing the location of Marshall Field & Co.'s retail building and their wholesale building.

The opening page of the booklet is in color and illustrates the dome of mosaic glass above the rotunda in the South State Street Building.

Advertising is carried on by Marshall Field & Co. even in the envelopes into which small articles are placed to be carried away by the purchaser. One of these envelopes shown in connection with Chapter XIII, shows a skillfully drawn female figure, elaborately dressed, while in the text there are a few words regarding the careful workmanship and numerous betterments pertaining to all apparel sold in the Marshall Field & Co. store.

IN addition to advertising by means of letterpress, illustrations, and windows Marshall Field & Co. frequently have store attractions of one kind or another.

Reference has just been made to a silk exhibit. On another occasion Japanese operatives were employed to exemplify to visitors to the Field store the methods employed in spinning silk. On another occasion there was a display of silkworms from Italy.

The sections in the Field store are so spacious that displays of these kinds can be readily carried on in the appropriate section without interfering with selling.

Recently, in the underwear section there was a display of Filipino embroidery, the work being carried on by a man and two women from the Philippines. The operatives were housed in a *nipa*, as the Filipino hut is named in the native language.

Once in the wash goods section there was shown a loom in operation making ginghams.

In what is known in the Field store as the household utilities section—that is, the one in which are sold household goods and especially vacuum cleaners, washers, ironers, kitchen cabinets, electrical cookers, percolators and other electrical goods—there was held some time ago a Labor Saving Exhibition. This show was designed to make known to the public the many ways in which science has lightened the burden of the woman who does her own housework and has simplified the servant problem.

An explanatory and informing booklet was issued in connection with this event.

In this Household Utilities section there is employed the year 'round a young woman known as "The Girl in the Cap and Apron." She holds court in a kitchen, which is open, and in front of which there is a gallery of chairs for visitors. In this kitchen she lectures on foods, cookery and serving, and conducts a series of demonstrations. She also stands ready at all times to answer questions and to give advice on all household matters.

At intervals, too, "The Girl in the Cap and Apron" has the assistance of two domestic science graduates.

On the main floor there is an office occupied by a lady who is known as the Gift Secretary. She acts as the confidante for those who wish to give a present to some one but who find themselves unable to make a suitable selection.

This Gift Secretary will write to the respective recipient of the gift telling them of the circumstance, without disclosing the name of the donor. When the donor does not wish this done the Gift Secretary will personally give advice as to the selection of a suitable present.

This idea was adopted as a temporary service about two years ago. It proved so acceptable to the public that it was made continuous.

The Field store makes welcome those who desire advice on how to give a party or to celebrate some event. Counsel of this kind is given in what is known as the "Party and Favor Bureau." The visitor who asks for counsel is not required or called upon to make a purchase in the bureau or in the store, yet the bureau will furnish the idea and plan as to how it is to be carried out.

There is a Shopping Bureau, designed to aid customers who have not time to supply their wants by personal visits to different departments. Those who do the shopping in customers' behalf are sedulous in taking care that all selections are made with the interests of the customer in mind.

There is also a Home Furnishings Bureau which gives information and advice relative to the decoration of the home.

One of the especially effective attractions carried out in the Field store is the Book Fair.

The first of these was held in the fall of 1919, in the book department. There were in attendance twelve authors from out of town and a number of local and out-of-town publishers. This Book Fair was entirely devoid of a commercial flavor, and had all the characteristics of a social affair, the visitors having an opportunity of meeting and conversing with the authors and publishers.

Largely because of the absence of a commercial flavor as well as because of the newness of the idea at that time, the affair attracted a great deal of favorable comment in the newspapers of Chicago and near-by centers.

During the last two years or so special efforts in the direction of publicity through store attractions have been exerted by the juvenile department. These efforts began with an Easter party, which was held in 1919. At that time various affairs calculated to appeal to young people and children were carried on in the book department, in the tea room and on the floor devoted to the sale of juvenile wear and accessories. Any section, however, which carried goods which could be used by children or for children was called upon to "do its bit." This idea has since been carried out in various ways.

During the school year, every Saturday morning, children come to the store as guests of Marshall Field & Co. All receive the same treatment, whether they or their parents become purchasers or otherwise. The idea is to so treat the children that they will grow up with a real love for the store.

Three weeks before St. Valentine's Day a Valentine Party was held for the little ones. A two-act play for children was given, and this play was printed in a booklet. Instructions as to how the costumes could be made and illustrations of the costumes were included in this booklet.

One of the latest developments is what is known as the "Field Nature Section." Chil-

dren are encouraged to bring in butterflies and other "finds" from Nature's haunts and receive information regarding them.

It is noteworthy in this connection that stylish, well-to-do people are the ones who, with their children, are principally brought into the store by such attractions as above mentioned.

Measures are taken to link up the juvenile section with the Girl Scouts, the Camp Fire Girls, the Boy Scouts and other large organizations of young people, the idea being to make Marshall Field & Co., retail, headquarters for such bodies by having the store at all times in a position to give information and counsel as to the holding of meetings or other gatherings.

One noteworthy affair was Indian Week, held in the Field store, for the Boy Scouts. On Washington's Birthday, 1921, the Girl Scouts were entertained and the life of Washington was discussed from the angle of conservation, it being pointed out that Washington himself had done much for conservation in his day.

Efforts have also been made by the juvenile section to educate teachers and mothers in the importance of toys in children's development, both mental and physical and to induce parents and teachers to realize that toys are an essential aid in the child's development. During the pre-Christmas period of 1920 an experienced kindergärtner was employed to give advice on the purchase of toys, with due regard to the child's age and temperament.

So widespread has become the knowledge of what Marshall Field & Co. are doing in the children's behalf that on various occasions prominent men from other countries passing through Chicago have voluntarily visited the store and talked with those having charge of the juvenile merchandise and advertising.

CHAPTER XV

DISPLAY METHODS THAT HAVE WON RENOWN

IN the Marshall Field & Co. retail store there are, in all, sixty-five display windows. Enormous as this figure is, the Marshall Field & Co. windows and the firm's display methods generally have become renowned throughout the world not because of their quantity but because of their character and quality. As far back as 1895 the firm began to exhibit displays of merchandise that were then altogether unique—something entirely new to the merchandising world. And although since that time the Marshall Field & Co. windows have had many imitators not only in this country but also in Europe, the Field displays still stand far and away ahead of those of any other store.

Perhaps the Most Beautiful Window Ever Produced.

All the details and accessories of this wonderful setting were made in the studio and workshop of Marshall Field & Co.'s display department. The back curtain was in a deep shade of nasturtium, the draperies in bronze brown embroidered in gold. The wall was covered with cream silk with the design in colors, in silk and velvet appliqué. The furniture was in turquoise and gold. The vase, which gives so striking a decorative note, was in light stone and a very pale shade of verde antique. The floor was finished in exact imitation of ornamental tiles. The unusually beautiful as well as natural figures were designed and molded in the display department's workshop.

There were good window displays twenty-six years ago. That is, they were good from a certain standpoint. They attracted attention. But horseshoes or mill wheels made of

handkerchiefs bore no relation to the purpose for which the goods were made, nor did such exhibits tend to create in the beholder a desire for a better or more attractive handkerchief. Similarly, the crowded windows of that day, although they might impress the spectator with some conception of the size of the stocks carried in the store conveyed no idea of quality. Nor did exhibits of that character have any power in the direction of suggesting to the beholder new ways in which the merchandise might be employed.

The purpose of the Marshall Field & Co. method of display was to do just what the ordinary display window had failed to accomplish. In place of the mechanical showing of merchandise in a mechanical setting, the display and its surroundings were conceived from the standpoint of art and also with due regard to a still more subtle consideration. This was that something of which we hear a great deal nowadays and to which, for want of a better name, we usually refer as "psychology." In other words, instead of striving for a direct influence or effect, the Field display man—an artist himself—worked on the principle which actuates all true artists. This principle or plan is:

To put into the picture a something which the beholder sees not with the eye of the body but with the eye of the mind.

Expressing it in another way, the Marshall Field & Co. windows make people who see them think. These beholders are scarcely conscious of the mental process, but it is there; it goes on perhaps in spite of the beholder's preoccupation with some other subject. But in the back of the mind the woman —we will suppose it is a woman, though it may be equally true of one of her menfolk—is thinking, "There is an idea that I could have worked out in my home," or "That dress is just the right combination of materials and colors; I see now how I ought to have mine made if I am to get the proper effect."

But the Field display man wanted to go further than this. He desired also to express the quality of the merchandise carried in the store. As he explained it in talking over the matter with the editor of the *Dry Goods Economist* some time ago:

"One must have a due sense of proportion and values. If you have a $150,000 dining-room you must have a chef or a caterer capable of serving a meal in consonance with the surroundings. In this establishment, in which millions are invested, anything we do must be proportionate with the establishment itself."

With this idea in mind, right from the inauguration of the new method wonderful settings for the displays were conceived and produced. Skilled artists—painters and sculptors—were called in from time to time. They were directed, moreover, by the display manager, who, through his constant study of the subject, had learned exactly what style of architecture or of furniture was appropriate for the exploiting of dresses or costumes whose creators had gone to this, that or the other source for their inspiration.

If the dress showed the influence of the Louis XIV styles, then the setting was correctly along the lines of that period, or if what are known as Empire fashions were in favor and were displayed, then the background, the hangings and the furniture and all other accessories recalled the splendid simplicity of the ancient classic Greece and Rome, from which the dress and costume designers of the First Empire period in France went for their models.

In the preparation of these settings no expense was spared. Yet in them was displayed perhaps but a single garment with a few accessories that might appropriately be worn therewith.

As the years have gone by the care given to the devising and the installation of displays has been augmented and the facilities for their production have been increased. Seldom or never is a setting the result of sudden inspiration. The actual result is preceded by a long period of thoughtful preparation.

Where "period" designs are to be em-

ployed a careful study of the architecture, decoration and dress of that period is undertaken. After the atmosphere of the period has been fully absorbed it is reproduced not

A Persian Setting Adapted to Display of Modern Gowns

Changeable color effects in green, blue and purples with iridescent and high lights in orange, salmon, lavender and gold, was the color scheme. The elaborate pillars were in polychrome. The drapery was in dark green and blue with metallic ornaments. The arch and background were of silk, while the moldings were colored to represent metals in polychrome effect.

in the form of slavish copying or even of imitation, but in new and original designs which while reflecting the influence of the past, blend naturally and gracefully with the modern attire or home decoration, or whatever it may be that forms the practical feature of the display.

THE personnel of the display department embraces a large force not only of window trimmers, in the stricter sense of the term, but also of sculptors, painters (using the word in the artistic sense), carpenters, and so forth.

Twenty display men are constantly employed in dressing windows. There is an average force, in addition, of ten painters, three "casters," producing plaster statues and other decorations, and five carpenters. This force requires a large space in which to work, and height as well as longitudinal space is accepted as essential for the development of backgrounds. In some instances the backgrounds are fully 18 ft. high.

During a recent visit of the *Dry Goods Economist's* editor an artist was at work

on a background 15 ft. square—a landscape with branching trees against the sky and blossoms on the boughs. Near at hand stood the sketch on a small scale by which the painter was guided. This was but one example of the minute care with which all the decorative designs are conceived and worked out.

It is one man's job to assemble and put away the figures in wax or composition, after they have been used. Others take care of the wax heads and hands and keep them constantly in the best possible condition. There is also a workroom in which women are employed, when necessary in sewing or embroidering materials to be used in display settings.

Each window is regarded as a room or a small stage, and that room or stage is decorated and furnished in strict accord and harmony with the merchandise which is to be displayed therein.

We noted a model of the State and Washington Streets corner window which forms the setting for Marshall Field & Co.'s most remarkable displays, and nearby were models of other windows. Everything is worked out beforehand in these model windows and drawings are made to scale, so that when the time for installation arrives each part and accessory fits accurately into its proper place.

The spacious room in which these model windows are kept is an artist's studio in every sense of the word, and in it one finds many examples of the wonderful work in carving, casting, sculpture and painting carried on in the department.

Frequently the cost of the backgrounds and accessories runs into several thousands of dollars. In one instance, forms for the display of gowns were modeled by a sculptor not singly but with the entire group of figures in mind. The poses were not only natural but each figure had its due relationship to the others. There was a total absence of stiffness; there were none of those bizarre poses or attitudes which are but too common in the display windows of stores where the importance of details is unrecognized.

In fact, the Field windows are really works of art in many instances, and any art lover will stand long before them and drink in their attractiveness and charm, just as he would linger in front of an exquisite painting or sculptured figure treasured in some art museum.

This, in part, tells the story of the new display method which has come to be known the world over as the Marshall Field & Co. type of window. Not by any means the least remarkable part of the story, however, is the fact that the artist-display man who originated the style was discovered twenty-six years ago by one of Marshall Field & Co.'s road salesmen. This man, who is still at the head of the display department of the retail store, was at that time employed in a small store in a little town in Iowa, where he was doing all kinds of work, in addition to window dressing. His work having been brought to the attention of Mr. Shedd the young man entered the Marshall Field & Co. organization, and ever since that time the Field displays while adhering to the type they have made famous, have continued to grow in beauty, in uniqueness and in character. For the young man of twenty-six years ago, as above stated, still designs and directs them, and, like all the successful men in the Field organization, he has kept up to date, ever striving for the new, the better, and the best.

Thus it is, too, that wherever one goes—in America, in Europe, even in the Antipodes, one hears of Marshall Field & Co. windows. Constantly one hears also the name of the firm applied to displays of a certain type. The displays in question perhaps do not approximate in any degree the Field creations, either in the character of the merchandise or of the setting. Every dry goods man knows, however, what is meant by the term "a Marshall Field window," and it is probable that as long as there are display windows in dry goods stores the Marshall Field & Co. style of setting and arrangement will be followed and men will describe that type of window by the name of the great Chicago firm.

Retail merchants everywhere will be interested in learning that Marshall Field & Co. do not link up their windows with their advertising, as is done by many stores. When a special sale is held, for example, it is customary with many retailers to make a most extensive showing of the kind of merchandise that is being offered at unusually attractive prices. If it is silks, a whole battery of windows shows that kind of fabrics.

That is not the Marshall Field & Co. way. Their policy, as we already have endeavored to make clear, is to use the windows for displaying the newest and the finest of wares and creations and to maintain among the public the conviction that Field's stands first, last and all the time for *quality*—quality because of honesty and care in construction, because of accurate interpretation of the fashion trend, or due to whatever other factor it may be that makes the merchandise fit in every way for the purpose for which it is to be purchased and consumed.

Another method that is well worth noting is this: that windows are not used indiscriminately for this, that or the other kind of merchandise. The windows of the State Street front, together with those in the Randolph Street and Washington Street fronts of the State Street building, all the way from Washington to Randolph, are employed only for the displaying of women's, misses' and children's apparel and accessories, such as millinery, neckwear, dainty handbags and so forth.

The Randolph Street front of the Wabash Avenue building and the Wabash Avenue front of that building are invariably the location for window displays of home decorations and house furnishings. In the Washington Street front of the Wabash Avenue building is the window space for jewelry, leather goods, stationery, combs and similar lines.

During the world war the patriotism and the desire to help in every way possible which actuated the entire dry goods trade of this country were made manifest in window displays urging citizens to save food, to contribute liberally to the Red Cross, the Y. M. C. A. and other beneficent organizations, to purchase Liberty Bonds and to co-operate with the Government in every possible way. Marshall Field & Co., as was to be expected, were active in this work, and because of their extraordinary facilities for designing original, striking and impressive displays and carrying these out in the most effective manner their war-time windows attracted attention not only in Chicago, but also in near-by cities and towns to which word of these exhibits was carried by thousands of people who had visited the store and been deeply impressed both by the displays themselves and the messages thus conveyed.

These displays represented in the broad sense the application of that public spirit by which the firm is actuated and which, as a subsequent chapter will show, has been clearly exemplified throughout many years in all the channels through which its dealings with the public are carried on.

CHAPTER XVI

TRAINING OF EMPLOYEES AND PERSONNEL WORK

BRIEF reference has been made in earlier chapters to the methods adopted by Marshall Field & Co. in connection with the training of employees in the retail store. In 1912 this form of activity began to take on a more definite and extensive character.

In the third year the course was extended to include some study of textiles and also of the policies and methods of the concern.

Later on the educational system was further broadened so as to take in older employees. Inasmuch as among those who de-

Marshall Field & Co.'s main retail establishment as it is today.

The view shows the Wabash Avenue and Washington Street fronts, including the buildings north of the first annex, which were completed in 1906 and are known as the Middle Wabash and the North Wabash. The State Street front was shown in connection with Chapter IX.

In that year fifty of the youngsters of both sexes who had not had the opportunity to finish the eighth grade in grammar school were enrolled in a school, known then, as now, as the Junior Academy. The course of instruction included grammar, arithmetic, penmanship, spelling and history.

At the end of the first year twenty were graduated. During the second year fifty reached the point of graduation successfully.

sired to take advantage of the instruction provided were a certain proportion of young men and women who had attended college and who might have rebelled at going back to "school"—the use of the latter word was scrupulously avoided. Thus the place of instruction was entitled and invariably spoken of as the "conference room." And as such it is known at this present time.

Six years after the educational work had

been instituted a law was enacted by the Illinois Legislature requiring that all children under sixteen years of age regularly attend school. The passage of the measure entailed no changes of method on the Field organization, for the firm's educational work more than met all the new requirements. The work done in the Field "academy," indeed, was recognized by the State officials as entirely in accord with requirements.

Up to a recent period the Academy used to enroll 300 juniors. At the present time the firm avoids as far as possible the hiring of boys under sixteen years of age and does not hire any girls under that age. As a result, the Academy enrollment is now less, varying between 40 and 60. The course has again been broadened, however, so that it now includes retail selling, business ethics, civics, commercial geography, hygiene and also stenography, typewriting and the use of calculating machines.

Text books and other requisites, such as stationery, are furnished free of charge by the firm. Moreover, all of the classes are held on the firm's time, or in other words, during the store's working hours.

High school courses are given each afternoon to those employees over sixteen years of age who care to attend.

The educational and personnel work carried on in Marshall Field & Co.'s store occupies the greater part of the twelfth floor.

BEFORE being accepted as employees applicants are very carefully selected. The store of Marshall Field & Co. has so high a reputation for the care it takes of its employees that a small "help wanted" advertisement will bring applicants to the employment department in shoals, and there are frequent occasions when those who make the *first* examination spend a mighty busy time in the effort to accept only those who can prove themselves to be up to the Marshall Field & Co. standard.

This first culling out is performed by two college women in the busy season; by one at other times. All applicants are looked over and interviewed by one of these women. If there is a chance of the applicant's meeting the requirements, he or she receives an application form and is told to fill it out. The information thus elicited tends to show the kind of work for which the applicant is fitted.

If the statements written in the form indicate fitness, the applicant is passed on to a member of the staff who has charge of the hiring of people for certain divisions of the store work.

One man hires all the employees for "system" positions, such as cashiers, inspectors and employees in the delivery system. Another engages all the office help.

A third has under his charge the selection of porters and employees for work along similar lines.

To a fourth is entrusted the duty of selecting employees who are to start in when under eighteen years of age. The selection of salespeople is in charge of two men.

In addition to this, floormen—and also salespeople for special purposes—are selected and engaged by two men of higher positions and long experience in the handling of the store personnel.

The first thing attended to after a new employee has been engaged is a medical inspection or examination. This is performed in the Medical Bureau, which is an important part of the personnel work of Marshall Field & Co., retail, and to which reference in detail will be made later on. In accordance with the requirements of the city's Health Department the new employee is required to produce his or her vaccination certificate.

If the examination proves physical fitness for entrance into the Field organization, a record of the engagement of the new employee is made on a form provided for the purpose, and this is filed in the personnel office.

Then the new employee is sent to the Educational Department to be initiated in the making out of saleschecks and other details. In the brief course for this purpose there are

presented to the student for solution a number of problems, each of which is based on actual store work.

Needless to say, the new member of the organization is fully instructed in the spirit and policies which actuate the management and which, in fact, permeate the entire Marshall Field & Co. organization.

Not only with the newly engaged employee, but at frequent intervals in the case of all salespeople, instruction is given by means of demonstration sales.

A course in salesmanship is conducted twice a year for a group of pioneering salespeople. The candidates are selected by the buyers and meet one morning a week for ten weeks. They study the history and policies of the store and analyze the parts of a sale and all those things that go into making the Marshall Field & Co. quality of service to customers.

These courses have a strong influence in getting salespeople interested in their work and giving them a vision and understanding of what real salesmanship is capable of accomplishing.

This main section of the restaurant or cafeteria for employees has a capacity of 6000. It is sunny and well ventilated and cheerful, and the food served is of the best at extremely moderate prices.

If it happens, as it sometimes does during the duller periods of the year, that the newly engaged employees are not sufficient in number to form a large enough class just at the time of their hiring, they are allowed to go to work for a few days until enough recruits have accumulated to form a class.

The extent of the educational activities of the Field store is indicated, in part, by the fact that at the beginning of June, 1920, seven teachers were employed in the Junior Academy and that twenty students were at

that time ready for the approaching graduation. In addition, there were quite a number from the store's system department engaged in the study of stenography, typewriting and the use of accounting machines. There was also a class in advanced English.

In fact, the Educational Bureau, which is now located on the twelfth floor of the immense main building, is a mighty busy place, with its several class rooms and its numerous teachers.

Another factor that is proving helpful is the sponsor system. Marshall Field & Co. were among the first to adopt this method, the primary purpose of which is to get new employees to feel at home in their department and aid them in acquiring a knowledge of their duties. This tends to lessen the help turnover. The new employee sees from the start that the store management takes an interest in her and that the house desires to help her to progress.

From the sponsor the novice derives instruction in the details of her work. She learns of the location of elevators, stairways, etc., and acquires other information that enables her to answer intelligently questions put to her by customers.

The sponsors assist the section managers in checking up all their people on the reports of errors on saleschecks. They work closely with the Educational Bureau in the effort to reduce the number of these errors. Being constantly in touch with the people in the section, sponsors are often the means of keeping up the standard of service, dress, etc., as set forth in the Employees' Manual.

Through the sponsors over 400 people, many of whom had been in the store for some time, volunteered to join classes in English. These were organized and carried on from 8.45 to 9.30 in the morning, chiefly for the purpose of correcting errors of speech and enlarging the vocabulary.

In selecting employees who are to act as sponsors attention is given to such qualifications as friendliness, cheerfulness in receiving new people, maturity sufficient for good judgment, strong personality, plenty of tact, ability to avoid friction, dependability, loyalty to the house, and ability to impart knowledge. To these is added a thorough grounding in the system and policy of the house.

The aim is to have a sponsor in every section of the store, with additional sponsors in some sections during the busier months of November and December.

The sponsor system at Field's has been developed in a thorough manner and has brought excellent results.

The Educational Bureau also has under its charge the facilities for the comfort and welfare of the employees. Among these is what is known as the Music Room. This is an extremely cheerful and comfortable gathering place.

This Music Room is used as a rest-room as well as for practice meetings of the Choral Society, composed of members of the Marshall Field & Co. organization. At various times also meetings are held and lectures and entertainments of various kinds are given there. As many as seventy-five such gatherings have been held in the Music Room, outside of business hours, during the year, and every day of the working week not less than five hundred girls and women avail themselves of the opportunity to spend some time there in rest or recreation.

The Educational Bureau supervises the loaning of over 500 warm black sweaters to girls and women whose work necessitates their standing near doors or other cold, draughty places in the winter season.

A room registry is maintained whereby the employees may find comfortable, reliable lodgings. These as well as the vacation resorts recommended by the Educational Bureau are first carefully investigated.

There is also a reading room for men. This is provided not only with newspapers and magazines, but also with writing materials, and with chess and checker boards, etc.

Very often, outside of store hours, many of the girl and women employees are brought

together by clubs which are not actually a part of the store's activities but which they are encouraged to join and support. Usually there are two outstanding organizations of this variety, the Y. W. C. A. and the College Girls Club. The College Girls Club is composed of young women members of the Field organization who have attended college and who enjoy getting together on a common level and talking over their problems, both as Field store employees and as college women.

In short, there are abundant evidences of the thought prevailing among the heads of the Marshall Field & Co. organization that its employees shall be just like one big family.

ANOTHER important feature of the twelfth floor is the great, big, airy restaurant for employees, which has an unbroken view of Lake Michigan.

The greater part of this restaurant is run on the cafeteria plan. A smaller section is for the use of those employees who prefer to bring their lunch with them. In this smaller section, however, means are provided for the supplementing of the food brought from home with tea, coffee and other drinks and with ice cream or some other form of dessert.

The main part of the restaurant, conducted on the cafeteria plan, has a capacity of 6000. This means, for example, that there are 6000 aluminum trays provided, besides plates, dishes, glasses, cups and saucers, knives and forks, and various other utensils. For transferring the soiled dishes, etc., to the dishwashing machine an endless belt is provided, and the rest of the equipment is on a similarly up-to-date, time-saving plan. All the cooking is accomplished by means of electrical ranges, and the silver is polished after each using by means of a buffing machine.

Everything about this cafeteria or restaurant is spotless, and the food, though served at cost of purchase, preparation and serving, is of the highest character.

After food for the body comes food for the mind. This need is admirably supplied in the Field store by an extensive library. It contains nearly 4000 books of its own, including many valuable and up-to-date works of reference. There are also on deposit in this branch of the Marshall Field & Co. personnel activities some 2800 volumes from the Chicago Public Library. In addition, the Field library has the use of books from the Public Library's circulating department. There is also a branch of this Field library in the firm's wholesale building.

The average monthly circulation of the Field library is between 6000 and 8000 volumes.

Both for use in the library and for circulation there is provided an extensive selection of magazines and business papers. Many copies of each issue of the *Dry Goods Economist* thus pass into reading and circulation, and during its editor's visit to the library he was informed "The *Economist* is read and re-read until it is almost worn out."

The librarians publish lists of books on special subjects and give careful attention to research questions which are presented by section managers, or other employees.

The library is open from 8:30 a.m. to 5:30 p.m. and is a center of rest and enjoyment for all employees.

The retail store organization of Marshall Field & Co., numbers during the greater part of the year just about ten thousand. During the busier periods, such as the pre-Christmas weeks, the number is increased by fifty per cent. Naturally, amid such a great number of people there is at all times a certain percentage who are in need of medical advice. Reference has already been made to the store's Medical Bureau, its origin many years ago and its work in connection with the new employees. Now there must be said something as to what is done right along, the year 'round, for employees who are ailing or meet with an accident.

The Medical Bureau is fully equipped to handle simple cases, to give first aid, and to furnish advice after a thorough examination of the patient. Wisely, as a little considera-

tion will show, the Medical Bureau does not give treatment except to the degree above indicated. It does take care, however, that the employee who is sick shall be so directed as to obtain medical treatment from a properly qualified practitioner—a specialist, it may be, in certain cases.

Three doctors compose the medical staff, and at all hours throughout the working day one of them is in attendance. As the physician in chief explained it, this plan has the advantage of permitting each of the doctors to practise at a hospital or elsewhere and thus keep in touch with all the newest developments in the treatment of disease.

The personnel of the Medical Bureau also includes six trained nurses, a clerk to take care of the records of cases, and a stenographer.

This extensive staff is made necessary by the fact that a visit is paid by a nurse to each employee who goes home on sick leave and is absent more than a day or so.

This feature of the bureau's work is known as "social service" and is under the direction of still another member of the Medical Bureau's personnel, who is not included in the foregoing enumeration. Among other things, the call brings out information as to whether the patient is under the care of the right kind of physician. This is a matter which obviously has no small bearing on the speed of recovery.

In some instances the employee who needs special treatment or an operation, it may be, is sent either to St. Luke's Hospital or to the Presbyterian Hospital, to both of which institutions Marshall Field & Co. have for many years been generous contributors. Employees who are so unfortunate as to contract tuberculosis are sent to the Valmora Sanitarium at Watrous, N. M., of which Marshall Field & Co. are part owners.

All employees who have been absent on sick leave for a period of three days or more are examined by one of the physicians on reporting for work. This is essential because in many cases the employee may return to work when still physically unfit. Furthermore, the risk of other employees contracting a contagious disease is minimized.

The Medical Bureau attends not only to the employees of the retail store but also to those in the wholesale branch of Marshall Field & Co., to employees in the concern's warehouses and garages and to workers in its factories in Chicago or in the vicinity of the city.

It is hardly necessary to add that all of the employees are encouraged to avail themselves of the services of the Medical Bureau whenever they so desire, just as they are welcome to make use of all the other facilities which Marshall Field & Co. furnish for the instruction, health and comfort of their coworkers.

The Field Choral Society originated in the following manner, as related by a member of the retail store force who has been with Marshall Field & Co. for over thirty years. Said he:

"We were going to have an entertainment, with a male quartet. One of the fellows had a good voice, but was unable to read music. Also we needed a piano player. We happened to learn that there was a young man, employed as a bookkeeper in the stockroom, who could play the piano. Further inquiry showed that he was leading a big choir in the city. He proved himself a good leader with us and worked up an excellent quartet. So when we started to organize our Choral Society he was given a chance at it.

"On Washington's Birthday, 1907, we issued a bulletin, announcing the proposed formation of a Choral Society and calling a meeting of all members of the organization who desired to join. We had expected about sixty, but two hundred responded. This gave us enough to make the choir a success from the start. We have kept the membership at about two hundred ever since.

"The man of whom I have just been speaking as the original leader still trains and conducts the Choral Society. He has a studio in the Fine Arts Building, and devotes three

days a week to his duties in the store and three days to the Society.

"Practice is had by the members of the Society once a week in the season. After 5.30 p.m. we go up to the employees' restaurant, on the twelfth floor, and have our evening meal. This is paid for out of the funds of the Choral Society. The outlay causes a deficit in the funds of the Society of just about $2,800, and the shortage is later on made up by the firm. You might say perhaps that the firm might just as well assume the outlay in a more direct form. That, however, would savor of paternalism, which is something Marshall Field & Co. consistently avoid."

For many years the Field Choral Society has been recognized far and wide in musical circles as one of the most brilliant organizations in the choral world. It has rendered most difficult compositions before large audiences, in many cases being assisted by prominent soloists and accompanied by an orchestra of national reputation. Away back in 1912, for example, as reference to the *Dry Goods Economist* of that period shows, the Society gave a concert at Orchestra Hall, Chicago, presenting "Hiawatha's Wedding Feast" and Mendelssohn's "Hymn of Praise." On that occasion the Society was assisted by three soloists of prominence and by members of the Theodore Thomas Orchestra. Since then the reputation of the Society has been even farther enhanced.

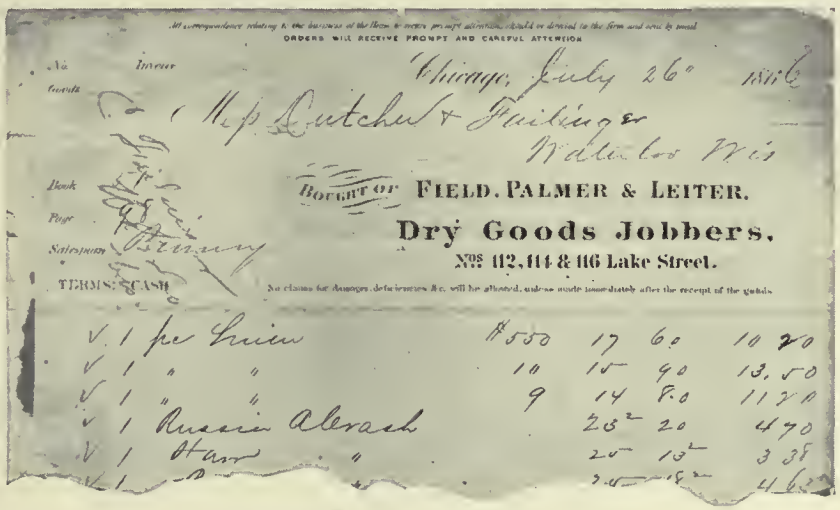
In April, 1919, the Chorus was assisted by several members of the Chicago Symphony Orchestra. The program included Elgar's "The Light of Life."

Practically every section of the Marshall Field & Co. organization is represented in the Society.

CHAPTER XVII

EARLY DAYS OF THE WHOLESALE BUSINESS

THE history of the wholesale department of Marshall Field & Co., is one of unusual interest and fascination. In previous chapters of this "life story of a great concern" something has been told of the beginnings of this branch of the business and of its development during the earlier days. It has been shown how the retail store of Field, not exceeding six stories in height, with basement and in some cases with a sub-basement. The area of the Marshall Field & Co. wholesale building also was enormous for those days. The building must indeed have seemed extraordinarily spacious to those associated with the firm on the removal from Madison and Market Streets.


ORDERS WILL RECEIVE PROMPT AND CAREFUL ATTENTION

Chicago, July 26th 1866

Bought of FIELD, PALMER & LEITER,

Dry Goods Jobbers,

Nos 112, 114 & 116 Lake Street.

TERMS: CASH

A Field, Palmer & Leiter invoice of 1866

Leiter & Co. was aided and buttressed by the wholesale during periods of unavoidable stress. And reference has been made to the building at Madison and Market Streets in which this branch of the business was housed until 1887, when Marshall Field erected the massive building occupying the block between Adams, Franklin, Quincy and Wells Streets

The foresight of Marshall Field & Co. was admirably illustrated in the erection of this great structure. An eight-story and basement building was rare in those days, even in Chicago, which a few years subsequently was the birthplace of the skyscraper as we know it these days. The big New York wholesale houses of the day were housed in buildings

To-day, of course, the building is inadequate to the needs of the enormous wholesale business which has developed. Its resources have long been eked out by the addition of large buildings across the street, wherein are housed reserve stocks and some of the auditing force, and by numerous warehouses. Yet no thoughtful man can visit the main building of Marshall Field & Co., wholesale, without consciously or unconsciously paying a tribute to the great merchant under whose direction it was planned and erected. One cannot escape the reflection, "Here is another proof that Marshall Field did nothing by halves!"

One reason why Mr. Field made such ex-

tensive provision for taking care of the wholesale end of the business was that in the early '80s the great bulk of the buying by retailers was accomplished during semi-annual trips to the market. At the proper time the merchant bought pretty nearly enough goods to supply his needs for the ensuing "spring" or "fall" season.

As an example of the buying method in question, we have before us an invoice for goods bought of Field, Palmer & Leiter in 1866, by Dutcher & Failinger, Waterloo, Wis. It is dated July 26—which is about the date when many retailers to-day begin to place their fall orders. The invoice covers 130 items, totaling $1,613.63.

The goods include linen, Russian crash, lace nainsook, lawn, Swiss, bobbinet, jaconet, cambric and various other bleached cottons, also denim, ticks, prints, wide sheetings, handkerchiefs, women's and children's hosiery, ribbons, damask, bedspreads, "tidies," mosquito netting, twine and wadding.

Some of the prices are:

Pepperell R brown sheetings 23 cents; Cabot A 40 in., 22½ cents; Lyman C 40 in., 22½ cents; fancy embroidered handkerchiefs, $3 a dozen; women's ribbed hose, $2.25 a dozen; children's ribbed hose, $2.25 a dozen; taffeta ribbon, various prices per piece, from 25 cents to $2; linen, 60 cents to 90 cents a yard; Russian crash, 20 cents; nainsook, 45 cents a yard; bobbinet lace, 15 cents a yard; dotted Swiss, 37½ cents; Masonville cambric, 23 cents; Lonsdale cambric, 22½ cents; Clyde gingham, 21 cents; figured alpaca, 37½ cents; Amoskeag C jeans, 23½ cents; Allen prints, 19 cents; American prints, 21 cents.

It was Mr. Field's aim to have in the wholesale store such a range of merchandise and such complete assortments that retailers would go to Field's in preference to any other wholesale house. And for such broad showings of merchandise plenty of floor space was among the facilities held to be essential.

Service also, then as since, was a watchword at Field's, and the best of facilities were provided not only for showing the merchandise and aiding the customer in making his purchases but also in the matter of rapid packing, shipping and billing.

Some traveling on the road was carried on, however. In the very early days the heads of Chicago wholesale firms took occasional trips among their trade. Marshall Field himself was no exception to this rule. In addition, visits to their trade were made by the general salesmen.

These general salesmen, it may be stated for the benefit of those who are unfamiliar with wholesale house methods, took care of the retailers on their arrival in the market, went with them from department to department in the store, saw that they were duly waited on by the department salesmen, and in every way possible did their best to make sure that their customer made at least the greater part of his purchases in the salesrooms of their concern.

The general salesman also kept in touch with his customers by mail and acted as their intermediary with his house. He saw that their purchases or orders received prompt and proper attention, that their goods were shipped by the quickest or cheapest routes, as the case might demand—in fact, he held his customers by the attention he paid to their interests and by his close personal relations with them. It was largely for the purpose of developing and maintaining such relations that the general salesman, during the period between the buying "seasons," went on the road.

In the very early days there was not assigned to each general salesman a certain territory, as was the case later on. On the contrary, they were allowed to wait on customers whom they had met in any part of the country.

In addition to the general salesmen, in a few instances "special" salesmen, who carried only samples of goods handled in the particular department to which they were attached, were sent out from the more important departments.

During a number of years these methods brought satisfactory results. Conditions

arose, however, which made essential a very considerable change in the selling methods of the Field wholesale institution, more especially with regard to the selling of goods on the road.

The growth of the firm's wholesale business had been greatly fostered by the continued outspreading and upbuilding of Chicago's tributary territory, as also by the increase in the population of its cities, towns and villages. This same growth, however, had as a natural consequence the bringing into the field of a number of new wholesale concerns, especially in western localities: Kansas City, St. Joseph, Omaha, the Twin Cities, Denver, and other centers. These concerns, although they carried nothing like such extensive lines or assortments as Marshall Field & Co., were gradually cutting into the trade of the big Chicago house.

It was Mr. Field's idea—and one on which he strongly insisted—that the most satisfactory way of doing business, both for buyer and for seller, was to have the customers come to Chicago when they were in need of goods. They could thus, he argued, take full advantage of the immense stocks and complete ranges of designs, colors, sizes, weights, etc., carried by Marshall Field & Co., whereas the roadmen, in the very nature of things, could show only a limited number of samples. Mr. Field also held that the shipping and billing of the goods as well as the selection were simplified when the customer came to the market and placed his orders directly with the house.

In a word, it was Mr. Field's plan to favor house buying rather than road buying.

Those men who were on the road for Marshall Field & Co. were deeply impressed when they found that the new jobbing concerns in other centers were rapidly increasing their business. The condition was reported by an observant salesman, who has since reached a high and responsible position with the house. He emphasized the fact that although Marshall Field & Co. had a marvelous wholesale business, housed in a spacious building, with a great organization and exceptionally extensive lines of merchandise, the smaller wholesalers were able to send out men on the road with an equal number of samples and make almost as good a showing through their salesmen as could be done by any other concern, no matter how large and well equipped.

He further pointed out that at that time a great many men who knew nothing of the dry goods business—some of them farmers, for example—had gone into the retailing of dry goods. These storekeepers, he reported, were accustomed to have their clerks select goods, and, obviously, their purchases must of necessity be made from roadmen, seeing that such a storekeeper could not take his clerks with him to Chicago or other market on a buying trip.

In short, while it was admitted that the method advocated by Mr. Field might be the ideal one, conditions, it was urged, had clearly proven that it was not a practicable one. Thus, when the matter was laid before Mr. Shedd, he was quick to realize the logic of the situation, and he at once made to Mr. Field a strong plea for an increase in the number of road salesmen.

The result was that within a short time new men, possessed of character and ability, many of them trained in retail stores and possessing a good knowledge of all lines, were added to the wholesale organization. A marked increase in sales speedily followed. Then the re-districting of the territory covered by the Marshall Field & Co. road force was undertaken, with the result that the wholesale business was further enlarged and extended.

Mr. Shedd also approached Mr. Field with the importance of making radical changes in the concern's methods of supplying its merchandise needs. He argued that constructive merchandising should be the sole purpose of the vast organization into which he could see the wholesale developing.

That the best intelligence and skill of the organization should be directed toward this end—that every inspiration be given it, and

that the great resources of the institution should be invested in it.

That such a policy meant an intense and incessant struggle for the achievement of the ideal of quality in merchandise—to make each article the very best of its class, the best obtainable at its price.

That it would mean the development of the highest possible efficiency in service—the creation, interpretation and adaptation of styles. The collection and distribution to its customers of authentic merchandise information. Prompt and complete assembly of lines —prompt deliveries.

He held that to achieve such standards of quality it would be necessary to conserve and minutely control process of production.

From that time dates the adoption of the policy by which Marshall Field & Co. came to be not only a great retail and a great wholesale house, but also one of the country's largest manufacturing concerns.

CHAPTER XVIII

PRODUCTION AND DISTRIBUTION POLICIES EXEMPLIFIED

ONE obtains quite a vivid impression of the varied activities of Marshall Field & Co.'s wholesale branch as well as of its modern ways of doing business on step-

In the draperies and upholsteries section of Marshall Field & Co., wholesale, both the merchandise and the methods of showing it are well worthy of study and emulation.

ping into the carpeted and rather richly furnished draperies section. Different indeed from the old-time wholesale house, where one would see the goods piled up on the counter in bolts and where the customer was apt to be shown goods only in that form!

There are two ideas dominant in the showing of merchandise in this department. One is speed, so as to avoid loss of the customer's time. The other is to present the goods in such a way that they will afford to the customer decidedly accurate conceptions and suggestions as to how goods may be selected with a view to fitting him out with a complete scheme for any kind of room.

With the former end in view, there have been designed and made sloping-top fixtures. On these desk-like affairs are laid the large sample cards of cretonnes and other printed cotton draperies. Three different cards can be so placed as to be visible at one time. The customer can look at card after card without

effort or tiring, and the cards can be removed and others substituted in a twinkling. It is much less laborious to the customer than when the cards are laid flat on a table. We know how it works because we tried it.

The other idea is carried out by means of racks with rounded tops covered with velour, so that the goods draped over them will not slip or slide off. Over these will be laid the material for the window drape, the valance, a fabric suggesting the wall paper, a velvet or tapestry for the chair cover or for the davenport, and another fabric suitable for a pillow or soft cushion. For good measure the salesman may throw in a silk suitable for the lamp shade. Incidentally, electric lamps, with the current turned on, and with silk shades, are among the equipment of this truly attractive as well as remarkable wholesale department.

In half a minute the salesman will show you a complete scheme for a living-room, a chamber or a lady's boudoir. And all the fabrics thus brought together and displayed will harmonize with each other, the many-colored design with the plain-colored material, the velvet with the silk, and so on. The exact shade of the plain-colored goods will be found in the design of the fancy fabric, because each of them has been designed, produced or selected with due regard to the other and the two or more have been worked out together.

This is one of several Marshall Field & Co. departments in which constant effort is made to originate and produce the most novel and beautiful designs in all of the various fabrics, whether the design be woven or printed. Hand block printing is freely employed, and, as is well known, the colors and effects thus obtained are apt to be deeper in tone and more characteristic than those which result from the use of engraved rollers and the printing machine.

This section does business with a wide variety of distributors on a large scale. It supplies the high-class home decorators as well as department stores; it has among its customers hotels and theaters. And it supplies material to other departments of the wholesale branch, notably the one which manufactures and distributes fine, upholstered furniture.

This draperies department, moreover, summarizes and brings out in an exceptionally marked degree certain of the leading policies of the firm. One of these is the continuous effort, visible in every department, to create, produce and distribute merchandise that will in every way fulfill the purpose for which merchandise of that kind is manufactured and consumed. Another is to insure the merchandise being the best in every way—weave, design, color or whatever—all the way from the selection of the raw material down to the "put up" of the goods for sale.

A third policy is to lay the goods before the customer in such a way that he is made to fully understand and realize their good points and is thus placed in a position intelligently and accurately to pass on this knowledge to his own customers. And if you ask for a fourth policy, here it is:

To show the goods in fitting surroundings, with equipment and other aids that make the merchandise look as it will and as it should both in the well-conducted retail store and in the home of the ultimate consumer.

The whole process is educative to the customers of the firm. They have the strongest possible chance to see that the merchandise is more than just something to put in stock and turn over to the people who ask for it. They learn also that price is not the prime factor, because they ascertain by experience that Marshall Field & Co.'s lines of quality merchandise sell on their merit more quickly than merchandise at a lower price that is not quite so desirable or so attractive.

ANOTHER notable example of the display methods adopted by the wholesale division of the Marshall Field & Co. business is presented in the blanket department. Here the goods shown, because of their bulky nature, are confined to samples. Stock is carried in one of the firm's several warehouses, and therefrom goods are shipped and billed. This blanket department, then, is a

carpeted space about 55 by 60 ft. walled in with lighted, glass-fronted shelving, over which are display cases also brilliantly illuminated. Thus the goods are shown to the best advantage and the sample blankets can readily be removed and laid on the table for inspection by the customer.

such a way that it looks much as if it were on sale in a first-class retail store. The difference is, however, that in these wholesale sections each garment or other article displayed is only a sample.

Close approximation to the appearance of a well-conducted retail establishment is also

With its electrically lighted showcases, central fixtures and carpeted floor the blanket and outing flannel department is a fine example of the favorable conditions under which goods at Marshall Field & Co.'s wholesale branch are shown to visiting merchants.

In this department, too, are central fixtures, with drawers, in which are kept the outing flannels which, like the blankets, are made by the firm's North Carolina mills.

Another mighty striking display, while we are on that subject, is one in the lining department, where in showcases are seen the brilliant colors and rich designs of sateens and other weaves got up for the garment manufacturers as well as for the retail trade. Again, in the women's coat, suit and dress department and in the infants' and children's goods section the merchandise is handled in

presented by the type of fixtures employed as well as by the carpeted floor in several of the departments, especially those to which reference has just been made.

One of the methods which deserve special mention was brought to our attention in the knit underwear department. The roadmen were instructed to report in writing all complaints made as to their merchandise.

Twice a year the roadmen for the department are brought together and these criticisms and all other appropriate matters are discussed. In addition, the roadmen are given

information as to competing lines, so that they can talk their own goods more intelligently. Also they are instructed as to matters of which their merchant customers need to be made aware, so that the salesmen may be in a position to give worthwhile advice as to turnover, selling cost and various other points that are of vital interest to the merchants to whom they sell. Such conferences last several days.

In the knit underwear lines developed by the firm under their brand there has been a constant endeavor to improve the merchandise. In the early days the garments were tried on hundreds of different figures so as to find out defects or see where betterments could be effected. This idea of the importance of fit and serviceability is impressed on the retailer by the firm's roadmen. In particular, care is taken to explain the features of the goods to salespeople that have recently been taken on in the retail store.

One of the lines of merchandise for which Marshall Field & Co. have long been celebrated is kid gloves. The production of these is supervised through the firm's Paris organization. In addition to distribution among its customers the wholesale supplies a large percentage of the glove needs of the Marshall Field & Co. retail store.

In the case of fabric gloves also the firm are insistent on keeping their sources of supply in reliable hands. The same is true in regard to hosiery, of which Marshall Field & Co. are large distributors. Each line, be it lisle or silk or fiber-silk or wool, comes from the same sources year after year, insuring the same standard of quality in the respective lines.

In these two departments, gloves and hosiery, which adjoin each other, the fixtures, as in other sections, are designed to make buying easy and save the customer's time. Samples are shown on narrow stands, about four feet high, the tops of which slope on each side, on the order of a rather high pitched roof. Thus the samples are in plain sight, and in the case of hosiery—the demand for which from house customers is very great on certain days of the week—the sizes in stock are marked on the ticket. As a result, the customer can almost make up his own order.

One of the many strong departments in the wholesale is that of the fancy cotton and silk and cotton fabrics, including dress goods, skirtings and shirtings in woven and printed patterns, percales, cotton challies and other wash goods. These are converted by the house, the gray goods being obtained from selected mills and the department constantly striving to develop the most attractive and novel patterns. It was particularly interesting during a visit to this department in midsummer to discuss with its head the styles, designs and fabrics that would probably be in best demand for the spring of 1922 and note the keen insight into what affects demand for a certain pattern or weave.

In this department, too, as in others, the effort was to produce the best possible article, to have the work done where one could be surest of getting the best, making the price question secondary to the desirability and fitness of the merchandise.

The same is true of the other dress fabrics departments, including the wool and worsted section and the gingham sections. The woolens and worsteds are made exclusively for the firm. The ginghams are produced in the firm's mills in North Carolina. In these every attention is given to getting the best possible effect in patterns by means of careful bleaching of the white yarns and selection of the best dyes for the colored warps and fillings.

Many of the plaid patterns are woven on five and six-box looms, which means that the number of colors entering into the pattern is decidedly above the average. The firm's mills in North Carolina and Virginia will form the subject of a subsequent chapter.

In the silk department supplies are obtained not only from the firm's own silk mill and other domestic mills, but at this time the buyers are making trips both to France and the Orient. The purpose is to carry such a range of qualities and weaves that the average retailer can look to Marshall Field & Co. for at least the greater part of his silk needs.

CHAPTER XIX

INSISTENCE ON QUALITY IN MERCHANDISE

TO Marshall Field & Co.'s insistence on quality in their merchandise, their unremitting efforts to see how good and not how cheap the goods could be made, is attributed in large degree the high position which the house has attained and held. To get a clear idea of how consistently this policy has been adhered to and carried out, one needs to visit the firm's wholesale institution and not only examine the merchandise but talk with the merchandise managers and merchandise department heads.

Time and time again one will be struck with the statements made by these gentlemen as to how this improvement was made, what steps were taken to get that line of goods just a little better (or a great deal better, it may be); how designs, originated in the department, are furnished to one manufacturer, or how material of the essential character is supplied to another.

Erected in 1887, the eight-story and basement building, covering an entire square and which, today, forms part of the firm's wholesale establishment, testifies to the foresight which has consistently characterized the plans and policies of Marshall Field & Co.

Needless to say, too, the efforts to produce merchandise that is distinctive, beautiful, artistic and reliable are just as constant and unremitting in connection with the wares that the firm's own factories or other plants turn out.

In the case of Oriental rugs, for example,

these are not only bought by Marshall Field & Co.'s buyers, who visit India, Persia and China for the purpose; the designs for rugs are sent over or taken to the makers. In addition to this, the rugs are made according to Marshall Field & Co.'s specifications. The nap, for instance, must be of a certain length—considerably longer than that of the stock rug.

These specifications and requirements can be enforced, because in these days Oriental rugs are made, even in the undeveloped countries, on the factory system. There is no operation of machinery, but the weavers work in a large shed under the direction of their employer. One such factory in Amritsar, British India, has in operation three hundred looms, or, to speak more accurately, frames on which the warps are stretched and at which the rug makers work.

In order to make sure of getting the best goods and designs that can be produced, both the buyer for the wholesale and the buyer for the retail visit the Orient at suitable intervals, and these department heads are accompanied by one or other of their immediate associates.

Just to show how original are the ideas conceived by these men and how undeterred they are by any difficulties that may be involved in carrying out their conceptions, take the case of a rug recently made to their order in China. This rug is of large size, 12 by 14 ft., and is of extraordinarily close and even weave. The quality is as fine as it is possible to produce. Whereas the best regular grade of Chinese rug has 100 "strings" to the foot, this Lama rug, as it is called, has 120 "strings" to the foot. The chief feature about it, however, is the design, which includes 150 figures copied from the idols in a Buddhist temple in Pekin.

The Marshall Field & Co. buyers visited the temple, and the thought occurred to one of them, "What a wonderful thing it would be to have this picture that we see worked into a rug!" The idea was laid before the most skillful rug makers in China. At first they declared it could not be done. They were prevailed on to try, however, and after a year's labor the rug was produced. The colors are beautifully harmonized, figures of the gods and goddesses are reproduced with rare fidelity, and, altogether, the rug makes a showpiece that will unquestionably become famous the world over.

Another example—also accomplished in the Orient. In order to insure uniformity of quality in hairbrushes made for the firm in Japan, rules governing the manufacture of such brushes were drawn up in the Field department. These were translated into Japanese and through the firm's offices in Kobe copies of the rules were placed in the dwellings where the brushes are made—the making of brushes being a home industry in Japan.

The results of this action were so satisfactory all around that a representative of the Japanese Government personally made a request for copies of the rules. Subsequently the Japanese Government established a bureau charged with the inspection of brushmaking, the Marshall Field & Co. rules being used as the basis for the requirements imposed on the operatives by their own Government.

Marshall Field & Co. went further, however. In the brushes made in Japan the bristles are drawn through holes in the wood block, being doubled so as to form a loop, and through this loop a cord is passed, which holds the bristles in place—so long as the cord does not wear out. In many of the Japanese brushes the cord was of such poor quality as greatly to shorten the life of the brush. Marshall Field & Co. started in to remedy this defect.

Numerous tests were made until a cord of sufficient strength and one which could be furnished in adequate quantities was available. This cord was then supplied to the brushmakers, with the result that Marshall Field & Co. have certainty that in their brushes of Japanese origin the bristles will stay in until the other parts are worn out.

To still further prolong the wear of their

Japanese brushes the firm buy selected bristles and supply them to the brushmakers.

To make sure also that the brushes are of the most acceptable design Marshall Field & Co. supply the brush operatives with either models or designs for the blocks, or wooden parts. They have also conducted various experiments to ascertain which woods and finishes are preferable.

In the same department also was found one of the numerous instances of designs being furnished by Marshall Field & Co. to the manufacturer. This was in the case of pyroxylin goods, or so-called imitation ivory —a mirror of attractive shape, which has become "popular" to-day because of its adoption by other makers.

As another example of how the firm works for the improvement of domestic merchandise one may cite an imitation ivory container for a powder puff. Unlike the ordinary article, this container is polished on the inside. A small matter, perhaps, but it makes the container look much more attractive, and, furthermore, it is another example of the dogged persistence of Field folks when they go after something—for in this case, as in others, the manufacturer said it could not be done.

IN the development of numerous lines of merchandise Marshall Field & Co., wholesale, have the advantage of being able to draw the needed materials from their own stocks as well as the aid of their own factories or workrooms. In the furniture department one may see examples of this in upholstered chairs and davenports of the highest as well as medium grades. In one expensive suite the hand-block printed mohair is drawn from the drapery department. The bases, by the way, are made in the firm's factory from designs developed in the furniture department itself.

Similarly, there is wicker furniture showing marked originality in shape and coloring, devised by men in the department and produced under their direction, while the upholstering of seat and back is done in fabrics which also come from the wholesale drapery section.

Furniture that is not upholstered, such as dining-room suites, is made for the firm from their own special designs.

As an example of how the house takes steps to overcome promptly any hitch that may arise in connection with the supply of any kind of merchandise, one may cite the following:

During the war, as many will recall, the use of metal for other than war purposes was forbidden by the War Industries Board. This put a stop to the making of metal smoking sets, among other things. The department of Marshall Field & Co. which handled such sets went to work, therefore, to produce the stands in mahogany.

Then came the problem of producing a glass ash-receiver which should have a circular flange so as to set properly in the place provided for it in the top of the stand. This was finally accomplished, and the manufacture and sale of the stands went merrily on —a godsend, no doubt, to thousands of merchants who had been wondering how they were going to supply the demands of their public for smoking sets.

Then the department went farther. They took up the manufacture of lamps and candlesticks in mahogany. And that led them still farther. They began to make these articles in polychrome and also in ivory enamel finish.

And, having the lamps, why not make the shades? The more so as the silk or other fabric necessary could be obtained from other departments right in the house.

So now the customer in the Marshall Field & Co. wholesale can supply his needs for lamps and shades of the highest class and most attractive character. He can even get these in extraordinarily novel forms. For example, the idea suggested itself to some one in the department. Why not use for a lampshade a rich velvet brocade, the figure in velvet and the ground in silk? This was

made up, with suitable fringe and silk ruching, and lo and behold, there was a shade of entirely novel style that would grace any parlor or drawingroom.

Another product of this same workroom is book-ends in a variety of designs. Still another is the long-handled decorative mirrors which in many houses find a place on the hall rack for the use of callers.

Other lines of merchandise made from Marshall Field & Co. designs are china and silverware. For china, designs are sent to Japan and to Holland. Domestic manufacturers are shown that they can approximate the finest imported ware. We were shown, for example, a vase that might have come from Copenhagen, but was made in the U. S. A. In the designing of silverware, models are first made in one of the firm's workrooms in the retail store and the design embodied therein is made up by the manufacturer.

The old conception of a wholesale house was more or less to the effect that it handled goods of a quality not higher than medium and possibly lower. Any one who needs to have this idea dispelled as regards Marshall Field & Co. may have the operation performed by a visit to many departments, but perhaps in none more readily or strikingly than in the jewelry.

As a matter of fact, it ought to have been clear to readers of this story long ago that Marshall Field & Co., wholesale, is "different" in its methods and in the character of its merchandise. Still, if any new light on the subject is needed it bursts upon one in a dazzling way when one is shown diamond pins in platinum that retail for the tidy sum of $1,500 or watch movements no thicker than a silver dollar—hardly that, indeed—and which are sold in platinum cases for some $300.

Then, too, there are women's wrist-watches in oval shape, with the movement also oval, instead of round.

Or if the dealer is looking for something to sell for the lowly sum of $5 he may be shown what the department head describes as "the Ford of the watch business"—a watch made in Switzerland and for the devising and production of which the firm's office in St. Gall was largely responsible.

The movement is of the simplest possible design compatible with accuracy and durability. The dial and case are as beautiful in design and form as those of watches of the most expensive type. The crystal ring and the back are attached by ingenious devices that are perfectly effective and yet tend to save labor.

This jewelry department and its merchandise afford evidence not only of the kind of goods the house handles, but also of the wide diversity of its trade. Few department stores handle jewelry that sells for the high prices above mentioned. A few do; yes, but they are the rare exceptions. So in this case, as in that of certain other departments, furniture, for example—it is the specialty stores that compose the great bulk of its customers.

In connection with the doll department improvements in the character of the merchandise have been made. The dolls are dressed in material supplied by the Marshall Field & Co. fabric departments, and care has been taken to see that these dresses are better made and trimmed with better materials than the ordinary run of such merchandise.

There is study devoted also to the dolls' hair. The wigs are of the best material In many cases the dolls are shown with the hair in two braids.

For toy tableware, dishes, etc., the firm supplies the manufacturers with special drawings and other designs, these drawings being forwarded to the potteries and reproduced especially for Marshall Field & Co. Even in the matter of Christmas tree ornaments the patterns are specially made for the firm. Thus their assortment contains many original designs.

In children's embroidery or needlework sets, the goods are supplied by Marshall Field & Co.'s own factory, located at Monticello, Ind.

CHAPTER XX

CAREFUL SUPERVISION OF MANUFACTURING PLANTS

IN the last chapter reference was made to Marshall Field & Co.'s yarn, crochet cotton and spool cotton mill at Monticello, Ind. Attention will be given in later chapters to the firm's other manufacturing plants. At this stage also they call for mention, however, because of the important part played by the wholesale not only in the sale and distribution of the products but also in informing and directing the mills or factories as with regard to the character of the merchandise that will sell most readily and the quantities the market bids fair to absorb.

This busy scene was photographed in one of the packing rooms on the eighth floor of the main building of Marshall Field & Co., wholesale.

In this matter of information as to the kind of merchandise to be manufactured the department heads have the benefit of close contact with enormous numbers of critical consumers.

This is obtained through co-operation with the merchandise department managers of the firm's retail store, who naturally learn of any criticisms or other comments that may be voiced by the public while shopping in the department. Such expressions are reported to the wholesale department and are embodied in suggestions and new ideas which are turned over to the mill or factory management.

As typical of the methods pursued by merchandise department managers in directing the mills or factories, let us take the activities

along this line of the department which handles the products of the Monticello plant.

The plant in question manufactures a wide range of needlework materials, including knitting yarns, mercerized crochet and embroidery cottons, and mercerized spool cottons. The head of the wholesale department through which the mill product is sold makes a careful study of the demand for all of these lines and prepares schedules, on which the mills' production is based.

The advantage of this planning is evident, since it is clear that the wholesale branch can more readily than the mill keep in close touch with the market and the demand.

Thus the mill is run on the prospective production for a certain period and the output is proportionate to the volume of business. Accurate control of the mill is further carried on by constant checking-up of stock records.

The corset department being located close to the needlework supplies, it is fitting to state here that the corsets (which the wholesale branch sells under its own brand), are made from fabrics purchased by Marshall Field & Co. and supplied to the manufacturers and from designs prepared by the firm.

From the lace department also the lace manufacturing plant owned and operated by Marshall Field & Co. receives directions and suggestions. To enable women to make lace collars and thus make a demand for the laces suitable therefor the head of the department had designs gotten up in motif, or medallion form, so that the pattern could be cut out or detached, leaving a decorative end to the collar without the need for sewing.

Another suggestion of his that was successfully carried out was the putting of beading into the lace as part of the lace, thus making it unnecessary for the consumer to sew the beading to the lace, as was formerly done.

An example of the encouragement given to men connected with the business to evolve and introduce new ideas was recently afforded in this same department, which, besides laces, handles veilings, women's neckwear, chiffons, and other evening fabrics. One of the men in the department noted the use of organdies embroidered in check or square designs for the making of collars and cuffs. He accordingly suggested that plain organdies could be embroidered in Chicago. This idea was taken up and a number of beautiful designs were produced, all of which simplify the making of collars, as the embroidered line forms an edge along which the goods can be cut, thus giving to the ends of the collar an attractive shape.

To the manufacturers suggestions were offered by this department as to producing goods in the proper width for vestees.

Marshall Field & Co., wholesale, claim the distinction of being the first concern in this country to import hair nets. The firm sent representatives to the Orient, where the goods are made, and developed standards of production. They established a converting room, where the nets are inspected and put up, with a view to having better merchandise as well as a more sightly package. This method is still maintained, yet the goods sell at no higher price than the ordinary hair nets. The matter of quality was also taken up with pin manufacturers, with special reference to the point.

While we are on the subject it is well to note the careful attention given to the mode of putting up notions as practised by the wholesale branch. Every effort, by means of short-cuts in buying and saving of profits, is exerted, so as to keep down the cost of the article; but neither trouble nor expense is spared to have everything just right.

For example, an outlay of $500 and a study extending over a period of several months were involved in designing and having worked out a trademark design for so apparently trivial a matter as a five-cent package of pins.

All of this, however, it is held, tends to better results not only for the concern itself but also for the retailers who are its customers. It all makes for better merchandising, and usually merchants are quick to appreciate this.

An incident is related of a buyer who made a determined effort to obtain a price

concession. After the policies of the firm in the matter of merchandise and their reasons therefor had been explained to him, he said:

"I see that I am better off without the extra discount. Put it into the merchandise."

At inventory time Marshall Field & Co. employ temporary help in large numbers, among these being many school teachers as well as accountants.

In the fancy leather goods line handbags are made according to specifications drawn up by experts in the wholesale organization. In each handbag there is a silk tag into which is woven the Field trademark. The tag can readily be removed. It is put there, however, as proof of the firm's effort to maintain and improve quality.

ONE of the largest and most interesting departments of the many that make up the Marshall Field & Co. wholesale is that which handles handkerchiefs. The range is so extensive that it seems impossible that anything in the nature of a handkerchief cannot be obtained there. Switzerland, Ireland, Armenia, Madeira, Porto Rico and Japan, as well as our own land, are among the countries from which goods are obtained. Yet even with this information probably the average reader would hardly figure that the number of handkerchief styles carried in the department number fully 8000.

Here, again, there is a constant effort to improve the quality of the merchandise. The embroidering done in Switzerland is carried on under the firm's supervision. This is a peasant or cottage industry, as also are the embroidering and hemstitching done in Ireland. The handkerchief material is given out to the Swiss workers in a large building owned by

Marshall Field & Co. after the cloth has been carefully examined by the firm's trusted and expert employees. The goods are examined again after the embroidering has been accomplished.

The cloth, moreover, which is sent to Switzerland to be embroidered is woven in England to the firm's order and specifications and is bleached in Ireland. In the Emerald Isle also the hemstitching is done before the goods go to Swiss workers to be embroidered. So in many cases a handkerchief is quite a traveler even before it crosses the Atlantic on its final trip to this country.

In Ireland handkerchiefs are made, hemstitched and embroidered under what is practically the control of the Marshall Field & Co. management. That is to say, the manufacturer works for the Chicago firm alone, and, moreover, he makes regular trips to this country to confer with the Marshall Field & Co. management and the handkerchief department head or his immediate assistant makes visits at stated intervals to Belfast.

Beautiful hand block printed handkerchiefs are produced in Ireland under these forms of supervision, the patterns being developed and controlled by Marshall Field & Co. Linen fabric for the making of handkerchiefs in the Zion Lace Industries plant owned by Marshall Field & Co. is brought over from Ireland.

The various lines of handkerchiefs, those 8000 styles above mentioned, which include handkerchiefs for both sexes and all ages, and which, in their diversity, compel each road man to carry two large trunks, packed tight with samples—these various lines have a mighty broad distribution.

The medium grades are bought by stores all over the country; the highest qualities and most beautiful kinds in point of sheerness of material and delicacy and artistry of embroidery are stocked by the more exclusive stores of national reputation.

Extreme care is given to the way in which the handkerchiefs are put up, it being an axiom with the firm in the case of this line as of others that better appearance in even what some regard as trifling details exerts a powerful influence on the sale of the merchandise. Even the little matter of printing the designating numbers on the ticket instead of putting them on with a rubber stamp is regarded as important. In boxing the fine goods, too, the handkerchiefs are pinned to a card, so that they cannot slip around in the box and become wrinkled or mussed.

Marshall Field & Co. also have a handkerchief organization in Japan, where silk handkerchiefs for women and for men are made.

Similar attention to details is seen in the damasks and towels made in the firm's plants in North Carolina and which are handled in the same department as the handkerchiefs. Always the question is not how cheap the article can be produced but what can be done to make it a better article. Careful comparison is constantly made between the goods of other manufacturers and those which the Marshall Field & Co. plants are turning out, and the products of others are subjected to rigorous test along with the Field products to see which has the greater wearing qualities.

It is not possible in the limits of this story to tell in detail the features of all the departments. Attention needs to be given, however, to a section which is not usually found in a wholesale house. This is what is known as the house furnishings department. The fact is that this term, comprehensive as it is, is very far from expressing all the lines carried in the department in question. There are automobile supplies, there are electrical household appliances, and there are vacuum cleaners, washing machines and refrigerators. Table oilcloth, manufactured under the direction and control of the firm, is an especially big factor. One would be surprised at the quantity of this one item distributed by the department during each year. Roller and ice skates form another quite important line. Then there are aluminum and enamel ware. Mops, their production controlled by Marshall Field & Co. and sold under the firm's brand, should also be noted.

Hardware sundries for household use and for drapery purposes, tools, fancy baskets, kitchen cutlery, hammocks and electric fans add to the diversity of the lines in this department.

It includes other kinds of merchandise, however—quite important ones, too. Among these are sporting goods, and there is quite an extensive line of the larger toys, such as velocipedes, kiddie cars, wagons and toy furniture. And still the end has not been reached. There is furniture hardware. For this there is a big outlet right in Chicago. It is claimed by Chicagoans that their city is a bigger producer of furniture than that town of which one instinctively thinks when anybody says "furniture," viz., Grand Rapids.

Another interesting fact about this "omnium gatherum" department is that it originated with the handling and sale of drapery hardware. Thus it is one of the oldest departments in the house, having a record of some thirty years. It has been said that when a new line came along and they did not know where to put it they said at once, "Oh, that'll go in the house furnishings." And so it was done. And that just reminds us that there is still one line in the "house furnishings" to be mentioned, and that is, window shades, made in the firm's factory right in Chicago.

CHAPTER XXI

VILLAGE AT FIELDALE AND OTHER TEXTILE PLANTS

ALMOST important step in the direction of acquiring and operating manufacturing plants in line with the views of Mr. Shedd as outlined in Chapter XVII was taken in 1905. The action in question resulted in Marshall Field & Co.'s developing in North Carolina and Virginia not only large mills and finishing plants but also model towns inhabited by happy, progressive and intelligent workpeople.

A section of Marshall Field & Co.'s mills at Spray, N. C., viewed from an airplane.

What has been accomplished in this direction and what is planned for the future form one of the outstanding features of the progress and growth of the Marshall Field & Co. organization.

Early in the year named Marshall Field & Co. had acquired a controlling interest in certain blanket and gingham mills in North Carolina, at Spray and at Draper. Three years later the firm purchased the remaining interest in these plants, and thereupon began to develop plans for manufacturing textile fabrics on a large scale.

Later on extensive tracts of land were acquired at Leaksville; Spray, Draper and Leaksville being within two miles of each other.

A marked advantage possessed by these mills was their location adjacent to water power as well as to coal deposits. A still greater advantage was the supply of intelligent white labor. Many who are unfamiliar with textile manufacturing conditions in the South are under the impression that the mills in that section employ colored operatives. This is far from the case. Colored people have been found unadapted for such work—for one

reason, because they could not be depended upon to work constantly or regularly. Southern cotton mill operatives are whites, and in many cases are the descendants of English, Scotch and Irish settlers. Their forebears were skillful in the use of the spinning wheel and handloom, and this dexterity in the production of fine textiles has been handed down from generation to generation. In the Marshall Field & Co. plants the workers are of this admirable type.

It should also be noted that during recent years the employment of child labor in Southern mills has been reduced to a minimum. In fact, this long-desired change had come about prior to Marshall Field & Co.'s purchase of the North Carolina plants. It will be shown later in this chapter that, so far from any child labor existing in their mills, attention is given to employees' health and comfort in an unusual and most praiseworthy degree.

In 1910 the firm's original investment in Southern mills was greatly increased. In June of that year they purchased a number of other mills. Since then practically the entire mechanical equipment has been scrapped and replaced by machines of the most modern type.

The mills at the points named include the Lily Mill, the Nantucket Mill, the Rhode Island Mill and the Spray Woolen Mill. The Lily Mill manufactures fine dress ginghams and zephyrs. The Nantucket's output consists of staple and dress ginghams and outing flannels. Both mills have complete spinning, dyeing and weaving plants. Cotton blankets are manufactured in the Rhode Island Mill. In addition to spinning and weaving equipment, this mill has a complete dyeing plant. Its production of cotton blankets is about 2600 pairs per day.

The Spray Woolen Mill produces wool blankets, the average production being about 1000 pairs a day. All of the processes of manufacturing, from the raw wool to the finished blanket, are carried on in this plant. The expert in textile manufacture will be interested in knowing that much of the spinning accomplished is not on ring frames but on mules.

At Draper the firm owns two plants. One of these is the Wearwell Blanket Mill, the product of which is indicated by the name. These are cotton blankets with wool finish. The average daily production is 5000 pairs, and these are brought out in more than 300 patterns. The mill's own spinning plant supplies all of the yarns used in weaving. The weaving room has 480 looms and is the largest blanket weaving room in the country. To go through this immense weaving room, with its tremendous number of looms in operation, is an experience that few ever forget. The roar of the machinery in operation is almost deafening, with the rise and fall of the loom harnesses which direct the warps, the racing back and forth of the shuttles and the bell-like clanking of the endless chain which is part of each loom's mechanism.

In this mill, as in the other Field plants, the old-time overhead belting has been replaced by the electric drive, so that throughout the floor there is a clear and unobstructed view and there is no oil to drop down from the shafting and soil the product before it is completed.

Special grades of cotton are used in this Wearwell Blanket Mill in order to make possible the napped surface which makes these blankets so unusually soft and wool-like. The cotton, moreover, is dyed in the raw stock in standard colors, the darker shades being produced later by mixing with cotton already dyed in the color. Grays, for instance, are produced by mixing black and white, tans by combining brown and white, and so on. The total floor space of this mill is 221,224 sq. ft., which is equivalent to a room 100 ft. wide and almost half a mile long.

The other Marshall Field & Co. plant at Draper is the Wearwell Sheeting Mill. This mill has a floor space of 109,560 sq. ft. Its product is wide sheetings. Here, again, special care is exercised in the selection of the

raw material as well as in the way it is worked up. In addition to sheetings and pillowcase tubing, dimity bedspreads are woven in this plant.

A Marshall Field & Co. mill is located at Leaksville, N. C. In this mill over 17,000 satin and crocheted bedspreads are turned out week after week. In their production Jacquard looms are employed, so that the most beautiful and intricate patterns can be embodied in the product.

At Leaksville also is located a knit underwear plant, where yarns are spun and knitted and where the fabrics thus made, after being washed, shrunk, bleached and napped, are made into garments for children's wear. And at the same place is a spinning mill which supplies the yarns for making the knitted fabrics.

At Fieldale, Va., Marshall Field & Co. have a mill producing fine mercerized cotton damask and napkins, huck towels and terry towels. The latter are of the kind often referred to as Turkish towels, with a surface composed of small loops. This mill is equipped with 19,200 spindles and 530 looms, of which 130 are of the Jacquard type.

In addition to the mills for producing textiles, Marshall Field & Co. own the Spray Bleachery, for the bleaching and finishing of their mill products. At Spray, also, is the firm's American Finishing Mill, where their blankets, ginghams and outer flannels are finished. And at Roanoke, Va., is a plant for finishing their muslin and knitted underwear.

THE entire replacement of the old machinery with new is in line with the spirit by which the entire Marshall Field & Co. organization has continuously been actuated. In their own plants, as in their dealings with manufacturers, it has been the firm's constant aim to see not how cheaply the goods could be produced but in what way they could be improved. "Quality" is the

It is amid such scenes as these that the Marshall Field & Co. mills in North Carolina and Virginia are located. The photograph shows the Blue Ridge Mountains near Fieldale.

watchword, and the means for producing better merchandise are constantly being installed.

Nor are Marshall Field & Co. satisfied with having their salesmen merely know the goods they have to handle. They must know, also, *how the goods are made.* With this end in view, after the purchase of the additional mills in 1910, the firm sent to their Southern plants their general salesmen and several other members of their wholesale selling force.

The salesmen had the opportunity of looking over all of the plants, studying the manufacturing processes and noting the care used in production. In addition, some of the firm's new plans in connection with the manufacture of textiles were laid before the gathering, and the advantages derived from owning the means of production were emphasized, so that the salesmen would be in a position to pass all this information on to their customers.

In commenting on this trip, in its issue of Dec. 31, 1910, the *Dry Goods Economist* said, in part:

In these days of giant business organizations, critical analysis of all which makes for profit or loss in a business is of vital interest; hence, anything which stands out as a master stroke in this direction merits, and will surely receive, the attention of every business man. A practical demonstration of this is afforded by the action taken within the last few days by the management of the great selling organization of Marshall Field & Co.

Typical of the extent of Marshall Field & Co.'s Southern manufacturing plants is the weaving room in the Wearwell Blanket Mill at Draper, N. C.

This was a trip made a week or two ago by some thirty members of the general sales department of Marshall Field & Co. to the North Carolina mills of that concern, in order that these sale producers might learn all about how the goods are made—from the selection of the raw materials, through the spinning of the yarn, the dyeing, the designing and the weaving, down to the finishing, inspection, packing, etc.

This, we believe, is the first time that such a large force has been placed in a position to receive a real merchandise lesson, the first instance of the management of a wholesale house going to great expense for the purpose of giving its salesmen accurate, direct information in regard to the product they are called upon to handle.

In inviting every manufacturer, wholesaler and retailer to mark well the introduction of this new and progressive policy in connection with wholesale distribution and the influence which it is bound to exert, the *Economist* extends its hearty congratulations to those who have been the first to put it into practice.

Early in the ensuing year the *Dry Goods Economist* further expressed its admiration for the firm's action by presenting to Marshall Field & Co. a gold medal. This medal bears on its face a design showing Mercury, the god of commerce, pinning the medal on the breast of a figure representing the dry goods industry. On the reverse are five medallions, surrounded by the words: "Progress," "Originality," "Thought," "Talent" and "Energy."

These surround a raised portion bearing an inscription showing to whom the medal was awarded and the reason for the award.

In front of the Graded School at Spray, N. C., maintained by Marshall Field & Co. The scholars are having a "sing." The leader is in the foreground but is hardly distinguishable in the engraving.

THE mills at Spray and the other centers are located in a beautiful section of the country—in the foothills of the Blue Ridge Mountains, along the picturesque Smith and Dan rivers. It is a region rich in history and tradition, with an excellent climate and a plentiful supply of pure water.

The employees live in clean, comfortable houses, leased to them by the firm at moderate rentals. Fuel is supplied to the workers at actual cost.

The land holdings of Marshall Field & Co. in and about the towns of Spray, Draper and Leaksville aggregate 4000 acres. This has made it possible for the eleven plants to be spread over a sufficiently large area to avoid congestion. Every effort, moreover, has been made to provide for the physical, moral and mental welfare of the operatives.

Problems of housing, sanitation, education, recreation and general community development have been studied and solved. This is as true of Fieldale as it is of Spray, Draper and Leaksville. This work has been carried on by a separate department of the firm, organized especially for the purpose. It is in charge of an able executive, who is supported by a staff of assistants of experience and ability. With this department the secretaries and assistants of the Y. M. C. A. co-operate.

As in the other activities of the firm in behalf of its workers, however, paternalism is strictly avoided. The aim is to foster and

develop initiative on the part of the people themselves and to so handle each undertaking as to create harmony between the operatives and the management—in this case, the mill officers and the managers.

The homes in which the employees live and which, as stated before, are leased to them by the firm at a moderate charge, are comfortable, well-constructed cottages, with electric lights and other conveniences. At Spray and also at Fieldale these homes form a residential suburb. In styles of architecture the dwellings vary widely, so that in place of the deadly monotony and uniformity too often characteristic of workpeople's living sections, there is a pleasing and stimulating diversity.

Each of these homes is surrounded by a spacious lot, and the tenants enjoy developing their own gardens, flower-beds and lawns.

A staff of trained nurses looks after the health and sanitation of each of these communities. The nurses visit the homes of the workers, without charge to those employed, and give instruction in the prevention of disease, the care of the sick, home economics, and so forth. Special attention is devoted to the water supply.

Educational facilities of a broad character are also provided. In Spray there is a graded school which has been described by some of those who have seen it as the finest of its kind in the country. It accommodates 575 pupils and has a large auditorium, a gymnasium and baths.

There is also the Leaksville-Spray High School, with provision for 120 pupils. And there is the Draper School, which can take care of 450.

Vocational education, too, is provided for the mill employees. These classes are free and embrace technical courses on a number of subjects, among these being all the branches of manufacturing cotton and wool textiles. During one year some two hundred men were enrolled in these classes.

There is also, for managers, superintendents and foremen, a course in scientific production methods. This course is of three

Here is a happy crowd of mill workers. They are employees of the Marshall Field & Co. plants at Draper, N. C., enjoying a May Day Festival.

months' duration, and each time it is given it is availed of by something like two hundred.

Excellent boarding-houses have been built by the firm and are conducted along home-like lines for single people who are not members of local families. These houses are located where they are most convenient for the workers. Each home or boarding-house is in charge of a competent matron, and the meals are planned and prepared by a graduate dietitian.

Following out the principle which has proved so potent a factor in the development of other branches of the Marshall Field & Co. organization, the executives in the mills, as a rule, have been drawn from the ranks of the employees. Some of the managers and superintendents were working in the mills at the time the plants were purchased by Marshall Field & Co., and it is since then that they have reached their present positions. In this development the vocational courses to which reference has just been made have proved valuable factors.

At Fieldale, Marshall Field & Co. undertook the arduous project of building an entirely new industrial city. Fieldale is located about twenty-five miles northeast of Spray, just across the dividing line between North Carolina and Virginia. Lying a little farther up the Smith River, the new town is located in a long valley formed by high hills, through which runs a river. Having purchased 2000 acres, Marshall Field & Co. own the entire valley and the crests of many of the hills by which it is enclosed.

At the edge of the river there has been built a power plant, as well as the mill wherein damasks, napkins and towels are produced. Close at hand are a bleachery and a packing and shipping plant. Back a short distance from these works is a plant for the clarifying and purifying of water for the bleachery and for other purposes.

The homes of the operatives are on the hill, several hundred feet above the river.

Looking into the future, Marshall Field & Co. estimate that in time Fieldale will have a population of 15,000 people and will become a model for industrial cities in the United States. Houses of the Swiss châlet type have been erected and, as is the case at the North Carolina plants, these are rented to employees at a moderate charge. There are also churches, schools and recreation centers.

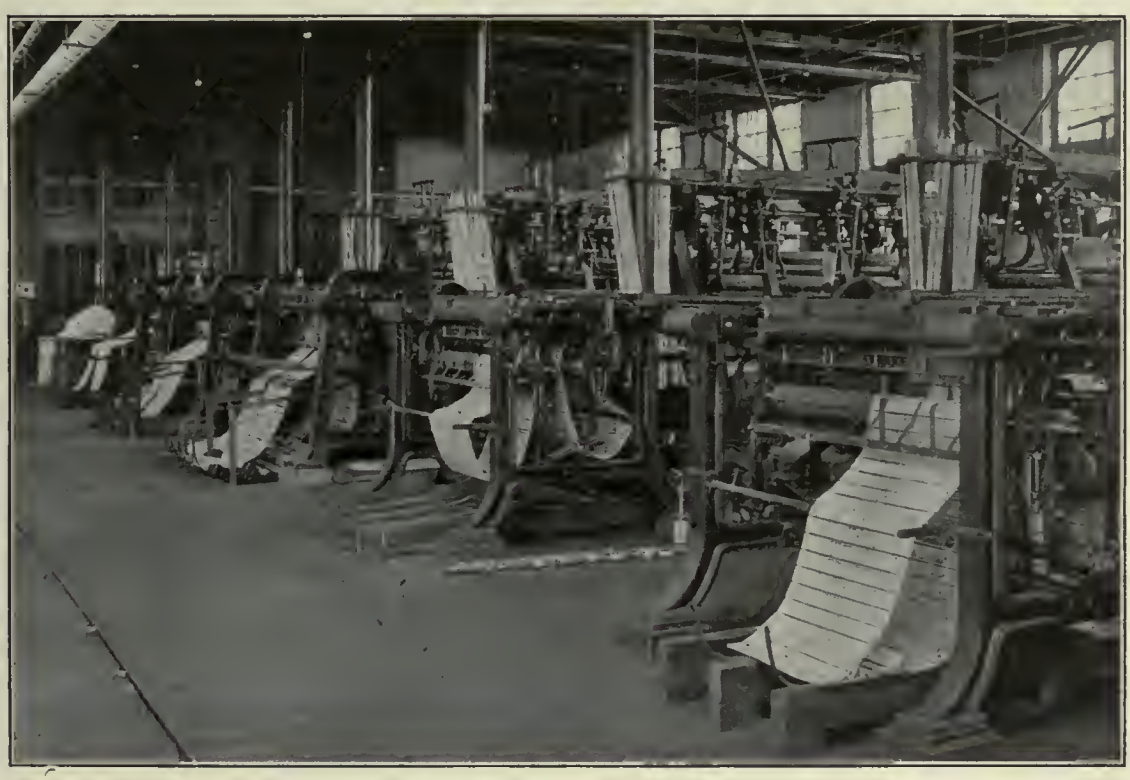
Plans are also under way for the erection of a six-story cotton spinning plant at Fieldale. Equipped with 250,000 spindles, this will be one of the largest spinning plants in the world. Adjacent to it will be a weaving room containing 5000 looms.

Roanoke, where is located the plant for the finishing of muslin undergarments and knitted underwear, above mentioned, is situated a few miles north of Fieldale.

CHAPTER XXII

ZION LACE INDUSTRIES AND OTHER FACTORIES

STRESS has been laid on the Southern mills owned and operated by Marshall Field & Co. both because of their location, equipment and products and because they include the development of model towns as well as industrial plants. These Southern plants, however, are but a part of the great manufacturing enterprises carried on by Marshall Field & Co.



Lace machines in the Zion Lace Industries plant.

In New York City there is a Field factory manufacturing undermuslins. In close proximity to the metropolis, too, viz., at Union Hill, N. J., there is a silk plant owned and operated by the Field firm.

One of the most important manufacturing plants owned by Marshall Field & Co. is in Philadelphia. In this plant are produced three grades of wool rugs, the highest grade being probably the finest grade of Wiltons made in the United States. This grade is particularly noteworthy because of the lustrous sheen which is one of its characteristics, giving it a beautiful velvety effect.

Not only at the plant but in the department of the wholesale business in Chicago skilled and clever designers are engaged in the production of new designs and color combinations. In this they have the cooperation of the managers of the firm's Oriental rug departments, both the wholesale and the retail, with the result that the Field products are marked by exceptional originality and beauty.

It should particularly be mentioned that in the third or lowest grade of rugs made in the Philadelphia plant the designs and color combinations are just as artistic and just as beautiful as those brought out in the first-quality goods. Many manufacturers and many retailers, too, hold that inartistic patterns must be produced in rugs that are to be sold to certain classes of trade. This is not the way with Marshall Field & Co., however.

Carrying out the principle inaugurated and continued during his lifetime by Mr. Field, the rug mill, like all other departments of the business, is actuated by a keen desire to educate the public, to teach all consumers that artistry is just as desirable in low-priced merchandise as it is in the most costly products of Oriental looms. It is almost startling, indeed, to one familiar with rug lines to go through the range of the third grade of rugs made by the Field mill and learn how artistic are the effects that prove acceptable to what is known as the "popular" trade.

Another manufacturing plant owned and operated by Marshall Field & Co. that holds special interest for distributors and for the general public is the Zion Lace Industries at Zion City, Ill. For this interest there are several reasons. One of these is presented in the conditions under which the plant was established and for some years operated. Another is that the plant was the pioneer in the manufacture of laces in this country. A third reason lies in the wonderful degree of improvement in the product subsequent to the plant's becoming the property of Marshall Field & Co.

Readers of somewhat advanced age will recall the rather spectacular career of Alexander Dowie, "the Evangelist," as he was generally called, including his efforts to establish a lace industry in the United States.

It was Dowie's idea to found a city whose inhabitants should consist of his followers or converts, and which should be conducted along religious lines. In this he was partially successful. His purpose is carried out and bids fair to be perpetuated, in a measure, in the city of which he was the founder—the City of Zion—and in the lace plant which he succeeded in organizing and equipping.

One of Dowie's aims was to make his people self-supporting. To this end he brought over from England the machinery needed for lace manufacturing, together with a number of operatives who had the training that would fit them to train his followers in the operation of the machines and the performance of other lace-making operations.

That Dowie was a pioneer in the manufacture of lace in America is attested by a diploma certifying to this fact by the Chicago Historical Society.

An interesting reminiscence of Dowie and his lace plant can be seen to-day in the lace curtain department of the wholesale house of Marshall Field & Co. This is a large portrait of Dowie, bearded and venerable-looking, as befits an "Evangelist," and woven in lace on a background of similar material.

With the death of Dowie, in 1905, his enterprise languished, and his lace plant, with all its equipment, was purchased by Marshall Field & Co. Thus the Zion Lace Industries became one of the Marshall Field enterprises, and, as in the case of the other industries taken up by the firm, great improvements have been effected, both in the plant and in its product.

To-day the lace department in the Marshall Field & Co., wholesale, can show you beautiful laces in various forms, from narrow Valenciennes up to wide, shadow lace flouncings, made in one branch of the Zion Lace Industries.

In another division are produced lace curtains and curtain goods. At the present time this part of the Zion plant is running on yardage goods for the making of curtains, more especially Nottinghams and filet nets.

Since 1911 this lace curtain fabric division has been running night and day, and at all times since that year has experienced a demand greater than it could supply. For this reason, while the division can produce any ordinary type of lace curtain material,

its product is confined to staple merchandise.

In another branch of the Zion Lace Industries plant fine qualities of lace handkerchiefs are produced.

Since the Zion Lace Industries were taken over by Marshall Field & Co. their output has been trebled, and in their lace product, especially, there has been a wonderful development of quality and design. In fact, the plant produces laces so fine that it is difficult to distinguish them from imported laces of similar kinds.

Zion City being within an hour's ride of Chicago, Marshall Field & Co.'s salesmen, both in the wholesale and in the retail, frequently visit the plant and familiarize themselves with the processes of manufacturing, thus acquiring a fund of information which they can pass on to their customers. Frequently, too, visiting merchants and buyers are taken through the plant. Women's clubs and other organizations have also visited the plant and the processes of lace manufacturing have been explained to them.

Recently a motion picture was produced showing how fine laces are made. These films have been shown in many moving picture theaters as well as before a number of clubs and other associations.

IN Chicago itself Marshall Field & Co. have eight manufacturing plants, these being distinct from the workshops and workrooms which form part of the retail establishment.

One of these plants is devoted to women's neckwear, another to wash dresses. In a third sheets and pillowcases are made and in a fourth window shades. Burlap bags are the product of a recently built well-equipped factory, in the new southwest side manufacturing district. Cotton and wool batting is produced under another roof, and comforters, pillows, mattresses and box springs in still another.

The eighth plant in Chicago consists of laboratories in which are produced a wide range of perfumes and other toilet preparations. One feature of this plant is its utter cleanliness, something which differentiates it in no small degree from some of the laboratories which pride themselves on the quality of their product and yet which do not manufacture under the most hygienic conditions.

The capacity of the sheet and pillowcase plant is 1000 dozen of these kinds of merchandise per day. The comforter factory during the season turns out 100 dozen per day. The burlap bag factory, which was recently constructed, is equipped to care for the manufacture of 100,000 bags per day.

The batting factory makes large use of by-products from the Marshall Field & Co. mills in the South. To this purpose the waste product from the napping machines especially lends itself, so that the batts produced in the firm's Chicago plant are of exceptionally good quality.

A part of the sheeting used in the sheet and pillowcase plant is supplied by the firm's mills at Spray. Other material of this character is obtained from other sources in the gray and finished in the Marshall Field & Co. bleachery at Spray. Incidentally, all of the goods finished at Spray are sold direct to their trade by Marshall Field & Co. or consumed in the firm's own factories.

One proof, among many, as to the care exercised to have the product exceptionally meritorious is found in the tape edge or selvedge which characterizes the sheeting woven for the sheet and pillowcase factory. This sheeting mill has been running night and day since 1915 and has difficulty in supplying the needs of the firm.

As to the outlet for the burlap bags, these being a class of merchandise that is not distributed through retail stores, inquiry elicited the statement that large quantities of them go to potato raisers and to grain growers. Many of the bags go to onion growers, and we were informed that these bags as made by Marshall Field & Co. enjoy an especially high reputation.

The toilet goods plant, in addition to the cleanliness already referred to, is equipped

with machinery of the most modern type. All of the tanks are of burnished copper tin-lined. The perfumes are extracted from the pomade or grease form in which the odor of the flowers of Grasse and Cannes in the south of France, are preserved and shipped to this country in the same manner as that in which this work is performed by the best French perfumers.

It is characteristic of the methods pursued by Marshall Field & Co. that in every instance the establishment of a factory has been the result of the initiative of some department head and of his insistence on the soundness of the project to which he had committed himself. The firm has furnished the capital but the responsibility of fitting up and equipping the plant, putting in operation and keeping it running has been entrusted to the originator of the idea.

As just one example of this take the bag factory. The firm had always been a large importer of burlaps. They had a representative in Calcutta looking after the supplies of this article. The department head who was handling the burlap saw that there were possibilities in a bag factory. He put the proposition up to the firm, and after they had convinced themselves that he was possessed of the necessary resolution and determination to make it a success they placed the entire project in his hands. To him was entrusted the acquisition of the necessary real estate and the erection and equipment of the factory. And when everything was ready for operation he was given general supervision of the plant and was made responsible for the marketing of the product.

Still another important manufacturing plant in this country owned and conducted by Marshall Field & Co. is the one at Monticello, Ind., mentioned in Chapter XX and in which is produced a wide range of crochet and embroidery cottons, yarns and other material for fancy needlework, as well as spool cotton and sewing silks. Mercerization is one of the important features. The crochet yarns include silk and worsted and mohair and worsted. This plant also produces warps for the use of weaving plants.

Long ago Marshall Field & Co. recognized the growing importance of Philippine hand-embroidered wear for women and children and established facilities for the production of embroidered waists, undergarments, etc.

A long and varied list of industries, indeed, in which Marshall Field & Co. are successfully engaged. A mighty development, too, from the early days of the concern's business.

CHAPTER XXIII

WONDERFUL WORKROOMS IN RETAIL STORE

IT is important to note that besides the factories whose products are distributed by the wholesale there are workrooms and factories owned and conducted by Marshall Field & Co. which produce goods for the firm's retail store. Reference to these was made in Chapter XII. They well deserve extended description, however.

Some of these retail plants, though known as "workrooms" have developed into actual factories; others are still workrooms, while there are other plants producing for the retail which were originally established as factories and are located outside of the retail store building.

One of the most remarkable of the workroom factories, to coin a sufficiently expressive phrase, is that which is still known as "the jewelry workroom." It is much more than that, however, as the following statement will show.

Floorcases of special design are a feature of the candy section in the retail store of Marshall Field & Co.

It is, indeed, a fully equipped factory, employing a large number of men and women and having several important departments. The factory is capable of starting with the raw metal and turning out anything in the

jewelry or silverware line. It produces rings and pins set with diamonds and other precious stones; it makes magnificent cups and complete services of solid silver. It has a foundry for casting all kinds of pieces, and for these the factory makes both the designs and the models from which the castings are made. It has the equipment for plating silver, copper and nickel. Incidentally, it uses from three to four tons of copper a year, with a proportionate use of silver and gold, as well as platinum.

Much of the copper is employed in the making of brass, and this alloy is employed for many purposes, among these being picture frames, artistic figures for decorating large mantel clocks, book-ends, metal plates, and so on. There is "spinning" machinery which produces metal plates that are famous for their quality.

Said the merchandiser of the department in which the products of the factory are sold, as he pointed out the good qualities of one of these plates or platters, "The reason we make these is because we can't buy them good enough. We can't get them good enough outside." That expresses the Marshall Field & Co. purpose just as many another department head in the retail and in the wholesale expressed it during interviews had for the obtaining of facts for this history.

But to continue with the things this so-called "jewelry workroom" can do.

It grinds lenses, on prescriptions from the store's optical department and on prescriptions from outside oculists. It has for this work machinery of the most delicate character capable of complying with every requirement. It fits the lenses into frames of various kinds.

It has a large department where clocks and watches are repaired. At the time of our visit a dozen men were at work in this department alone.

The factory has many workers employed in engraving silver and gold pieces of all kinds. The designs for such work are drawn on the watchcase, spoon, pin or whatever the article may be, by a young woman artist. This for the reason that there must be a design expressive of the firm's identity and not evolved by the engraver.

Designs for rings, pins and other jewelry are drawn in colors and submitted to the customer at the retail counter, who can thus make her selection and have the article made to suit her individual taste.

The engraving section also works on calling cards and copper-plate engraving for other purposes. Wonderfully fine and delicate lettering, or "text", to use the technical term, is a feature with this branch. It is further noteworthy that Marshall Field & Co. have succeeded in perfecting machines which print this fine and delicate "text" with greater sureness and accuracy than can be done by hand.

Another important and most rich and artistic line for which this factory is responsible is engraved stationery. The monogram designs worked out and applied, in colors, in gold, in silver or in combinations of some of these are most original and beautiful. They are truly a delight to the eye and the more so as they harmonize or contrast most effectively with the hue of the paper to which they are applied.

One of the newest and most alluring of these monogram designs is the "mosaic", so-called because it faithfully reproduces the motifs of the mosaic jewelry made in Venice and so greatly admired by tourists when visiting Italy.

Near to the engraving section may be seen young women painting designs in colors on small glass trays. Others are also painting designs on glass pieces, but these designs are painted on the gold decoration of the glass and when the pieces have gone through the proper process the designs alone will be in the gold.

The factory not only makes metal handbag frames; it also makes the bags—in leather as well as in fabric. It repairs traveling bags and suitcases. It makes another kind of bag, viz., those of cotton, in close semblance of chamois, for the protection of silver articles.

There is much that is practical as well as

artistic about this "jewelry workroom." It looks after its own shipping and delivery. It takes care that its goods shall reach the customer in the best possible shape. To this end, every article goes under the careful and expert eyes of an inspector before being sent away, and special forms of protection are employed. Note particularly the way the factory puts up large clocks that have been entrusted to it for repair.

These do not go into a package surrounded by excelsior. They are placed in fiber-made containers made for the purpose, and around and above and below the timepiece is placed a thickly wadded cloth.

This "jewelry workroom" doubtless derives its everyday appellation from the fact that when it was established eighteen years ago it was a jewelry workroom—just that and nothing more. Like every other division of the Marshall Field & Co. institution, it has grown and developed. And, as in every other division of the great, far-spreading institution, men have grown with it.

The man who has direct charge of the factory was formerly employed at the desk in the store where articles of jewelry and kindred nature were received for repair. He was found to have a good head for manufacturing and was transferred to the factory. He has now been at the head of the plant for several years, though, as above suggested, under the general direction of the merchandiser of those departments of the Marshall Field & Co. retail store which handle the factory's diversified and costly products.

The boot and shoe plant, in which, in addition to repairing, custom footwear is made for customers of the retail store, is another example of Marshall Field & Co. thoroughness and determination to produce only the best.

When we entered this workroom we fairly gasped with astonishment. We were far from being prepared to find a plant of such magnitude, even though we well knew that with upstairs and basement shoe sections of such extent as those in the Marshall Field & Co. store the repair demand would be a tremendous factor. Inquiry of the department head elicited the statement that the area of the shoe sections is as follows:

Upstairs in the main store building, 20,500 sq. ft.; basement in main building, 16,600 sq. ft.; shoe department in the Store for Men, 8000 sq. ft.

Not only does the shoe workshop do all kinds of repairing. It is also a complete shoemaking plant. It turns out some thousands of pairs annually and in so doing performs all the operations of shoe manufacture, including the cutting and sewing of all uppers.

A large proportion of the custom shoe business carried on by the Field store is in the making of orthopedic footwear, and it is surprising as well as pitiful to observe some of the lasts on which shoes for deformed feet are made. While the production of footwear prescribed by physicians constitutes a large part of the plant's business, it is by no means in the majority. The normal-footed customers who go to Field's to have their footwear made to order are numerous also.

That those who deal with this shoe factory, for such it really is, are well pleased with its work is unmistakably manifested by the number of times they come back for more. Many of the customers have their private lasts. Picking up one of these at random, the department head pointed to the numbers placed on it for keeping track of orders. These numbers showed that orders had been placed by the customer in question no less than fourteen times. Orders are received from all parts of the country.

This plant, which now employs from 75 to 80 skilled workmen in repairing and making shoes, was started in a small way as a repair shop many years ago. It was developed largely through the initiative of the department head, who saw the opportunities presented in the making of orthopedic footwear to order and began to seek the co-operation of physicians. The first pair of shoes turned out in the shop was made by the department head himself.

Another example of Marshall Field & Co.'s

entering on manufacture at the instance and insistence of a member of the store personnel is presented by the candy department and factory in the retail store. The man who many years ago was chiefly instrumental in getting this branch of the business started, and who still directs it, was employed in the accounting and systems offices. He was desirous of getting into the merchandising end and saw that in the making and selling of candy there was an opportunity both for himself and the firm.

Thus there has been developed and built up what is believed to be the largest candy factory in this country which produces highest quality goods. The character and extent of the candy business in Marshall Field & Co.'s retail store is evident to any one who visits the department and observes the merchandise and the scale on which the business is carried on.

There are numerous points about the department itself which are well worthy of note by merchants. All of the candy handled in the department is made in the firm's plant, which is located on the top floor of the main retail building. Behind the wall shelving in the department space is provided for the carrying of stock and the wrapping of goods. This stock is carried in spotlessly clean trays, in covered tin canisters, or, in the case of small hard candies, in metal bins above the counters. From these bins the candies drop at the touch of a lever.

The purpose of these stock and packing spaces is to quickly supply a customer with any kind of candy she may ask for, even if she does not see it in the floorcases in which goods are carried as well as displayed.

These floorcases were specially designed by the department head. The woodwork is reduced to a minimum, and instead of the flat top and wholly straight-up-and-down front, the floorcase slopes backwards from a point about half-way between the floor and the top of the case. This gives increased display space and high visibility; there is no reflection to interfere with the view of the goods within.

To insure perfect cleanliness there is in connection with each stock and packing space a washstand with towels.

Specialization in candies is carried to a fine point. There are birthday boxes—a different color for each month in the year, these colors matching those of the birthstone: sapphire, emerald, topaz, or whatever. For the diamond there is a white box with high lustrous finish; pearl is represented by white with a soft, mat finish. For each month there is an appropriate verse of poetry daintily printed on the inside of the lid.

There are boxes wherein the candy is arranged so as to suggest the national emblem, the stripes in red and in white and the union in blue candy interspersed with fragments in glittering, star-like effect.

There are baskets of candy put up for convalescents.

There is the bridal box, in which the candy is emblematical of matrimony. There is an old shoe made of chocolate. The chocolates of ordinary shape bear the initial of the bride or groom. Inside the lid is printed information relative to wedding customs and their origin; the casting of the shoe, the throwing of rice, and so forth. And on removing the tray the newly-weds are reminded that even matrimony has its crosses by an emblem of this shape made by duly arranging dark chocolates and white bonbons.

Candy made in the retail store factory is also sold in the basement. There, however, the goods are handled more in the ordinary way.

Absolute cleanliness, daylight in every section and the use of modern methods and appliances mark the plant, on the thirteenth floor, in which the goods are made. Skylights and windows make the rooms bright. The ventilation system makes them airy. Washing sinks and a liberal supply of fresh towels insure the absence of dirt or other foreign matter on hands or in utensils. The floors are tiled. Whiteness is everywhere.

To provide a low temperature in which to carry on the final operation of "dipping" there

is a spacious room in which refrigerated, washed air is forced through ducts and drawn out by means of fans. In this room we saw pure white of egg used for chocolate creams. Stock is kept in this same low temperature on shelves behind glass.

The cream used in the plant is of the finest quality and direct from the farm. It contains 22 per cent of butter fat. Hard candies are made before open fires. The cooling of candies is done on slabs of steel or marble refrigerated in the proper degree.

We were informed furthermore that no preservatives are employed in the making of Marshall Field & Co. candies.

All of the workrooms in the Field store are well lighted, but to none does this statement apply more fully than to the one in which skins and furs are treated and made into garments or pieces and customers' garments, etc., are cleaned and repaired. North light is a decided advantage in the handling of furs and in the selection of garments made therefrom; so in this workroom we find plenty of windows facing in the right direction and counters and other appliances set close to these windows.

The equipment includes blowers, using compressed air, for removing dust, moths, etc., and also machines combining beating as well as suction devices for what might be termed "obstinate cases." There are circular revolving bins in which pelts are softened and various other appliances.

The fur storage rooms are close at hand. Of these freezing temperature vaults there are three, each with four tiers or floors. These vaults handle in the course of a year about 40,000 pieces and figured on the value set on the garments and other articles by the customers this represents a value of not less than $12,000,000.

The garments and pieces made up in this plant and sold in the retail store of Marshall Field & Co. are of the very highest type. The number of operatives employed averages 200.

The plant in which millinery is designed and made up for sale in the retail and also for custom orders placed by women who desire something exclusive, is as light and airy as the other factories and workrooms.

It is divided into five rooms, or sections, each of which is under the guidance of a head trimmer, the whole being under the direction and supervision of a manager.

There are made up for stock in the retail during each year no less than 60,000 hats, in addition to all the hats made up to suit individual or exclusive ideas on the part of customers. All operations in hat developing are carried on. In some cases the hat frame is molded to fit the customer's head.

Many orders are taken for hats to be designed and made up for weddings or other important functions of a fashionable nature. Frequently the entire millinery outfit for the bride and her bridesmaids is thus furnished by the Marshall Field & Co. millinery section, with the aid of the workrooms.

A number of ideas and methods have been conceived and put into practice in this millinery workroom that are well worthy of study and emulation on the part of department stores and millinery concerns. There are in the machine section several complete equipments, each of which serves certain units. Thus, if a girl needs to use an ironing table, for example, she has to travel but a short distance. This saves both time and energy.

Flowers, ornaments and ribbons are displayed in floorcases, just as they would be in a retail store. These displays are changed from time to time. The purpose of this is to keep goods before the eyes of the trimmers. Often a girl will stop in passing one of the displays. Something there has caught her eye and given her an idea. It has just occurred to her that she can use that flower or ribbon or whatever in work on which she is engaged.

One result of this method of displaying goods is that a demand can be created on the part of the trimmers for materials which are perfectly good but are perhaps not quite so new as those the trimmer would naturally choose were it not for the suggestions which the displays provide.

Another idea that is bringing splendid results is the use of specially made boxes. These boxes have glass inserted in the front, so that the contents are visible. In the case of flowers and plumage there is a partition near the front, in which a sample is placed. In the case of silks and velvets no such partition, of course, is necessary. The boxes are placed in plain wood shelving built to accommodate the box without waste of space.

These boxes are of solid, substantial character. They are easy to open and close, and thus minimize the danger of carelessness which leads to injured or damaged merchandise. Moreover, in connection with the displays they tend to create in the minds of the workers a respect for their merchandise. This is a mighty valuable attitude from several standpoints, more especially when, as in this Marshall Field & Co. workroom, the average number of workpeople is around 250.

The foregoing are just a few conditions which cause this millinery workroom of Marshall Field & Co. to differ from those in far too many retail stores in this important particular: that it is a profit-maker.

As already indicated, in addition to the plants located on upper floors of the main retail building, there are several workrooms and actual factories operated in behalf of the retail and located in some other structure.

In one of these outside factories are manufactured clothing for men, young men and boys. This plant, located on Western Avenue, is wholly modern in equipment, having been put in operation in 1919.

The rug, carpet and furniture workroom is located in a ten-story building at Fulton and Desplaines streets, this building also serving as the warehouse for the retail reserve stocks of those lines. This last mentioned plant employs 275 operatives, making goods to order for customers of Marshall Field & Co.'s retail store.

CHAPTER XXIV

SYSTEM AND METHODS IN WHOLESALE BRANCH

WHAT may be termed system methods can be touched on in a history of this kind only in so far as they tend to demonstrate the care for the customers' interests which has been so important a factor in the upbuilding of the business.

Part of the extensive loading platform which runs along the Quincy Street side of the main wholesale building.

Among such methods in force with Marshall Field & Co., wholesale, is that of keeping a night force engaged in opening the mail and segregating the orders according to departments. Under this plan the mail is brought into the building at various times during the night and, as a result of this immediate handling, the order-filling force, on arriving at eight a. m., is enabled to get right to work on the orders that have thus come in. This saves a delay of several hours that would otherwise occur.

In the packing and shipping rooms, too, accurate track is kept of the progress being made in the filling of each order. Consequently, if a request comes in for hurry-up work on a certain shipment it receives immediate attention.

Saving of time and labor is effected wherever possible in the handling of goods. A quaint sight in the basement of the warehouse and service building across Quincy Street from the main wholesale building is a tractor hauling a string of the wheeled hampers

which in most if not all other establishments are propelled by man power. Tractors equipped with an elevating device are also used in the firm's warehouses for the stacking of heavy cases.

A partial conception of the magnitude of the wholesale business of Marshall Field & Co. is afforded by the loading platform which extends along the greater part of the Quincy Street side of the main building. This platform is protected by a roof or canopy of steel and glass. All day and every day motor trucks and wagons are backing up to this platform, receiving their loads and departing for freight station or pier. The number of vehicles that can be loaded at one time is 18.

The trucks and wagons employed by the wholesale are housed and cared for in the central garage, to which reference has been made in an earlier chapter. The number of vehicles charged to the wholesale is 111. The number in use varies, of course, according to the season and the amount of business being done.

IT can readily be realized that to dispose of such vast quantities of merchandise, in so many and such diverse lines, a force of salesmen that is skilful as well as numerous is essential. Inquiry shows that in the division of the country into selling territories and in the division and control of salesmen's work Marshall Field & Co. have worked out a system which is well conceived and carefully planned and which functions to the advantage of the firm's customers as well as to that of the house itself.

Several years ago, with a view to the elimination of needless expense and unremunerative trips, a careful investigation and analysis was made of the country-wide territory to be served and the trade possibilities of various cities and towns. Through such analysis there was devised a system under which great distribution can be effected at minimum cost, to the advantage of the firm's customers, who share in the economies effected through the lower prices which the economy makes possible.

The country served by the Chicago house is divided into territories, fifteen in all, each under the direction of a competent head. Each territory has been sub-divided into a number of sections according to the number of towns to be covered, and each of these sections is taken care of by a general line salesman, who is permanently located in his section. These general line salesmen work under the immediate direction of the division manager of the territory in which they are located.

In addition to the general line salesmen there are special salesmen, who four times a year or so cover certain territory in behalf of their departments, and combination salesmen who sell the goods of two or possibly more departments.

Neither the special salesmen nor the combination salesmen make all the towns covered by the general line salesmen. The special salesmen cover centers wherein the stores are departmentized. Where the merchandise is bought by the merchant himself or by himself and one of his aids the needs of such a store can be looked after by the combination salesman and the general line salesman. The aim of Marshall Field & Co., wholesale, has been to specialize where specialization is essential or desirable in the interests of the customer, but to avoid lost motion, and duplication of effort as well as conflict between the general line salesman and the special salesman.

Moreover, the special and the combination salesmen have to do with advance orders, while the general line salesmen take care of the merchant's immediate wants, or, in other words, his duplicate and fill-in orders, except in towns into which the special and the combination salesmen do not go.

The division managers make periodical trips through their territory, maintaining contact with the customers as well as counseling and directing the work of the salesmen.

Curiosity will, no doubt, be felt as to the sources from which a house of the magnitude of Marshall Field & Co. draws its recruits to the ranks of its wholesale salesmen, more es-

pecially in view of the long records of so many of the employees of this firm. Well, many of the salesmen have come up from quite minor positions. The order filling departments afford observing and ambitious young men exceptionally good opportunities for becoming well informed both with regard to the merchandise and as to the customers. These young men learn of the kinds of goods this or that merchant or concern is in the habit of buying. Many successful salesmen, especially among the general line men, have come originally from retail stores. These were young men who had through some years of experience behind the counter become familiar with all lines of merchandise.

Lakeside and Varsity Cravats
An Added Distinction to Men's Dress
V856—The style accepted for Fall by discriminating dressers. This shape is shown in a large assortment of all silk materials, including such excellent wearing fabrics as silk twills and grenadine weaves. Dozen 7.50
MARSHALL FIELD & COMPANY - CHICAGO

An example of the advertising of Marshall Field & Co., wholesale.

Good opportunities for advancement also are offered to the house assistants of the division managers. They spend some time each day visiting departments, studying the merchandise. Altogether, the selling force to-day is about equally divided between men who have come in from the outside and those who have been developed in the house.

It should be noted, however, that Marshall Field & Co. do not seek the services of men who are connected with other concerns. The young men with whom they are willing to talk in connection with a position are those who are desirous of connecting themselves with Marshall Field & Co. through a strong belief in the opportunities such a connection will afford. And that the opportunities to men of ability and energy are great the large incomes earned by many men in the organization to-day as well as those who have been able to retire with a competency most emphatically attest.

Between their trips the special salesmen spend their time in the house. The general line salesmen visit Chicago at least twice a year to revise their samples and hear talks from merchandise men and department heads with a view to their being kept up to date at all times. At such times there is a formal dinner and the men are addressed by some speaker of local or national prominence on subjects vital to the progress of the business.

VARIOUS methods of furnishing their customers with the means for pushing the sale of the goods are adopted by Marshall Field & Co., wholesale.

An example of more elaborate provision for aiding retailers in selling is a fixture, supplied with merchandise bought from the firm, which enables a store to set up a complete gift shop. This fixture is in dark oak. It is about 6 ft. high and has four shelves on the outside as well as on the inside.

It is made in units, so that the gift shop can be large or small, as desired. For example, a square room with entrance and exit can be formed, sufficiently spacious to accommodate a round table in the center. The completeness of the outfit is shown by the fact that it is wired for the displaying of boudoir lamps.

A sign is provided, to be placed at the entrance. Advertising matter, bearing the customer's name, is supplied, together with a high-class illustrated booklet on gift merchandise, which is issued every second month.

This gift shop has been availed of not only by department stores but also by furniture stores.

In connection with the sale of books there is a fixture which was designed by the head of that department and certain others. This is in the form of a bookcase. It is sold at cost to the retailer who buys an assortment of books.

The advertising department of Marshall Field & Co., wholesale, is more than an advertising bureau. Its aim is to be of real service to the customers of the house as well as to keep them informed in regard to its merchandise.

It supplies merchants with advertising ideas, plans, layouts, copy and other suggestions, thus not only giving the idea but showing in every detail how it can be carried out. And, as these outlines are distributed monthly, they come to the merchant just at the right time for him to use them in getting out publicity that is appropriate for the period or season.

Under the title of "Field's Quality News" the firm publishes monthly a magazine and catalog or price list, in which are printed instructive and stimulating articles for the merchant's reading. In these articles the merchant is counseled to adopt the very same methods that have proved so successful with the firm itself. In one way or another he is informed as to the advantages inherent in selling merchandise not on a basis of price but on that of value; he is urged to try to sell as fine an article in each price classification as possible rather than being content to push the cheapest article.

This same method underlies the advertising plans, copy and cuts supplied to the merchant. In every editorial furnished by Marshall Field & Co. a suggestion for the merchant to run the word "quality" appears and emphasis is placed on that feature of *his* merchandise. This in itself tends to educate retailers to handle merchandise that can be relied on and depended on in every way. It is all the more educative and impressive because the merchant knows by his contact with the house that insistence on quality has always been one of the most potent factors in the development of Marshall Field & Co.'s *own* great business.

Stress is also laid on the importance of the merchant advertising the character of his business. He is shown how to advertise his store in an institutional way. Not only newspaper advertising but booklet publicity for stores also receives attention. So it is not surprising to find that the force in this advertising bureau of the wholesale runs all the way from fifteen to twenty in number, according to the period of the year.

In a measure the advertising bureau of the wholesale links up with that of the retail. In other words, some of the best ideas put into effect by the retail are passed on to the merchant through the wholesale. In pursuing this course the firm of Marshall Field & Co. may be actuated by a purpose and aim that are of the broadest and most patriotic character. In a previous chapter dealing with the policies and work of the retail store's advertising bureau attention was directed to a series of advertisements published by Marshall Field & Co. just after the armistice.

These ads were reproduced by the wholesale, in lessened size, reprinted in a 9 by 12 in. booklet and mailed to merchants, with the suggestion that they run the series in their local newspapers. To help them do this the price at which mats or electros were offered by Marshall Field & Co. at cost of making and the price was stated under each reproduction.

The purpose of this was to obtain wide publicity for a ringing call to the people of this country not to slack off because the war had come to an end, but to keep up the good work during the coming reconstruction period.

Another booklet of similar size to the one just mentioned contains reproductions, in actual size, and in the type form as printed, of editorials on broad subjects taken from the firm's retail advertising. This booklet is entitled "Character Builders." Its inspirational and educative purpose is clearly indicated in those two impressive words.

Reference to other printed matter addressed to the trade by Marshall Field & Co. will be made in a later chapter dealing with the broad forms of public service carried on by the firm during many years.

CHAPTER XXV

EFFECTIVE PUBLIC SERVICE ON MANY OCCASIONS

THE methods by which Marshall Field & Co. were able to develop so many able and successful men have been fully maintained by the present management. Giving men responsibility and requiring them to work out their own problems is still the custom alike in the wholesale and in the retail, and this explains in a large measure the progress which the house is making to-day.

Quite recently one of the department heads, in referring in an enthusiastic way to this method and its results, said:

"I once asked Mr. Shedd for some advice in connection with the management of my department. He replied:

" 'My dear fellow, I put you in charge of the department. You are the man to run it and to solve its problems.' "

The fifty-year diamond medal and the twenty-five-year button.

It was not that Mr. Shedd was at all brusque or unsympathetic in making this response. He evidently desired to emphasize the degree in which department heads and others are thrown on their own resources and expected to exercise self-reliance as well as originality.

One of the merchandise men, also in the wholesale, in a conversation along the same lines laid stress on the fact that the firm, as he put it, "is constantly making salesmen into merchants."

Furthermore, it should be noticed that when a vacancy occurs Marshall Field & Co. do not go outside of their own organization in search of an experienced man. For one reason, the Field point of view is regarded as an essential for everyone who holds a position of responsibility. Each must understand the "soul of the institution," and this cannot be gained on the outside of the organization.

Reference to this same policy was made in the course of a conversation had by the editor of the *Economist* with other members of the organization, in the retail as well as in the wholesale.

The results are apparent. The knowledge that promotion is the reward for willing and intelligent work is a wonderful incentive to effective activity. It also leads the majority of employees to remain with a concern where such opportunities are presented to them. It is due to the consistent adherence to this policy, among others, that the Field organization numbers among its members so unusually large a percentage of men and women who have been with the house for the greater part of their lives. To it also is attributable the great number of present department heads, merchandise men and men in even higher places who started in the business in a humble capacity.

Long years ago the management realized that an additional incentive would be presented if there were adopted a more general mode of recognizing length of service. Accordingly, after five years of service and at intervals of five years thereafter up to 45 years there is presented to each employee a pin, to be worn on the coat lapel or on the dress. This pin bears a suitable inscription.

To each employee who has been with the concern fifty years there is given what is

known as the diamond medal. This is in gold, set with two ¾ carat brilliants. It is significant of the degree in which Marshall Field consider the services of their co-workers that the number of people who had received the diamond medal prior to August 7, 1922, was forty-one, of whom seven had passed away. On that day, as will be told in a later chapter, President Shedd was invested with this badge of half a century's service, making the number of medal wearers still living thirty-five.

Furthermore, there is sent out from the superintendent's office, in the retail store, to each employee of long standing in every branch of the business, and no matter what his position, on the anniversary of entering the concern's employ, a letter of congratulation, the wording of which is changed each year.

Here is the letter used for this purpose during 1921:

Dear Mr. ———:

Once upon a time Marshall Field & Company were looking for just the right person to occupy a certain position. You appeared upon the scene and became a part of this great organization. That was twenty-five years ago to-day. Many changes have taken place since then—the buildings are not as they were and many of the good friends of the days gone by have severed their relations with us; but the ideals for which the house stood then and for which we, as individuals, have stood, are still with us—an inspiration to the business world. I congratulate you on the part you have played in maintaining these high standards, and I hope that the coming year may be one of the best of your life.

While the letter above quoted goes out, as said, from the superintendent's office, each member of the management takes an active interest in these anniversaries. On one occasion President Shedd sent to a lady at the head of one of the departments forty-two American Beauty Roses, one for each year of her service with the house.

Many years ago the firm adopted a bonus plan or percentage division of profits. Early in 1911 there was put in force a system under which a considerable number of the department heads and others holding managing positions and who had been connected with the business for many years had an opportunity to purchase stock in the organization. Those not in a position to purchase the stock outright were given time in which to pay for the shares allotted to them. It was further announced that as time went on other employees who had displayed marked ability would have a similar opportunity offered to them.

In November, 1917, the members of the firm took over all the common stock from the trustees of the Marshall Field Estate, thus acquiring complete control of the business. Thus the holdings of the trustees are now confined to the preferred stock bearing a fixed return.

Under this plan the par value of the shares of stock were reduced from $100 a share to $10, the number of shares being increased from 60,000 to 600,000 and the capital stock of the corporation thus remaining unchanged. Under the new arrangement one-half of the shares of the stock are preferred and one-half common. All of the preferred stock was taken by the Estate of Marshall Field, by John G. Shedd and by Stanley Field.

However, a considerable share of the preferred stock held by the trustees of the Field Estate was set aside by them in order to give employees who were not owners of common stock an opportunity to invest in the firm's securities. At that time it was announced that in addition to the regular dividends on the preferred stock Marshall Field & Co. would pay $2 per share per annum on the preferred stock held by the employees under the plan, thus giving them a return of 9 per cent on their investment.

Under the plan, moreover, the common stock of the company came into the ownership only of persons actively engaged in the management of the business.

With such incentives it is no wonder that the employees everywhere throughout the wholesale and retail buildings—in merchandise departments, in offices, in the delivery department, in packing rooms, etc., keep constantly before them, and before customers

also the following expression of the Marshall Field spirit:

THE MARSHALL FIELD & CO. IDEA

To do the right thing at the right time, in the right way; to do some things better than they were ever done before; to eliminate errors; to know both sides of the question; to be courteous; to be an example; to work for the love of work; to anticipate requirements; to develop resources; to recognize no impediments; to master circumstances; to act from reason rather than rule; to be satisfied with nothing short of perfection.

THE firm indeed has a record for public service which goes back many years. Marshall Field & Co. have never been found wanting in an emergency in which they could render aid to the community.

In December, 1903, when the Iroquois Theater burned, Marshall Field & Co. supplied blankets in which to wrap the hundreds of dead, and aided the living by furnishing with clothes the many whose garments had literally been torn from their backs in the struggle to escape from the burning auditorium.

The theater was situated on Randolph Street between State and Dearborn, only a stone's throw from the retail store of Marshall Field & Co. The fire occurred about three in the afternoon, during a matinée performance, on a day closely preceding New Year's. The cold on that day was so intense as greatly to add to the sufferings of the survivors.

Many of these made their way at once to Field's for shelter. These sufferers were taken upstairs to the rest-room, while the most serious cases were cared for in the store's hospital.

As soon as the survivors began to enter the store one of the men on the street floor went to the theater, and from what he saw realized that many hundreds of bodies would be taken from the burned building. He returned to the store and reported to the manager the need of blankets in which to wrap the bodies. These were already being removed and, as he says, "were being stacked like cordwood on the sidewalk." By order of the manager blankets in quantities were despatched from the store by truck, and the wholesale branch of Marshall Field & Co. also was promptly called on to increase the supply. Thus respect was paid to the dead and the ghastliness inseparable from the removal of the bodies was minimized.

In the store the caring for the survivors was carried on amid hysterical outbursts of joy as well as of grief and terror, for communication was effected with relatives and friends of many of those who had escaped and these rushed to the store to greet those who they feared had been among the hundreds of victims.

When the great fire devastated San Francisco in the spring of 1906, shortly after Marshall Field's death, the first message promising substantial help was wired from Chicago, the Ways and Means Committee of the Association of Commerce telegraphing that $100,000 would be contributed for supplies of food and clothing. This large sum of money was expended in Chicago. The greatest need was for food and clothing not money, so that the large sum subscribed in Chicago, nearly a million, was laid out in supplies which were sent out by express to the devastated territory.

Mr. Stanley Field acted as supervisor of the expenditures and saw to the shipping of the various kinds of supplies, devoting practically all of his time to this work during a period of several weeks. Marshall Field & Co. were prominent in furnishing women's underwear as well as blankets, for the reason that the firm had large stocks of these badly needed articles.

During the flood which caused such havoc in Dayton and other cities in the great Ohio River Valley in March, 1913, Marshall Field & Co. were requested to loan a man to supervise the purchase and distribution of necessaries with a view to relieving want and suffering. W. F. Hypes, general sales manager of the firm, immediately undertook the work. The Red Cross was not equipped at that time,

as it has been since, to handle a calamity of such magnitude. Mr. Hypes commandeered the services of all the workers in charitable and philanthropic fields in Chicago and sent them into the flooded district with instructions to send orders to him by telegraph and telephone for the items most needed.

The flood occurred on a Friday, and on Saturday morning all available stocks of typhoid antitoxin in the Central West had been shipped to the nearest possible point where it could be utilized. On the Monday morning telegrams asking for supplies were received from the representatives above mentioned, and on the afternoon of the same day a solid train of seventeen cars left Chicago for Columbus, Ohio, from which point distribution was to be made. Men had not realized that the supplies could be gotten together and forwarded with such speed.

Again on July 24, 1915, when a large excursion steamboat, the Eastland, foundered at its dock, with hundreds of casualties, the city Hcalth Department found that it lacked stretchers and other means for caring for the injured and removing the dead. While the officials were at their wits' end as to whom to call on for these essentials the trucks of Marshall Field & Co. began backing up to the scene of the accident, these trucks bearing hundreds of stretchers and bale after bale of blankets.

A department manager at Field's, in the retail store, on learning of the disaster, realized that stretchers would be needed. There were no stretchers in the store, but he immediately informed one of his assistants where a quantity of 12-oz. duck would be found and instructed him to have a dozen bolts of it taken to the basement at once. He directed another of his men to go to the draperies department and have sent to the basement as many curtain poles as possible.

"Get several hundred poles down there," he said, "and I will be waiting there for you."

When the men arrived with the curtain poles not only was the department head there, but he had with him a number of young men armed with hammers and heavy tacks.

The duck was cut into the right lengths and tacked onto the poles. Thus in the briefest time hundreds of stretchers were improvised. Meantime, trucks had been ordered to the store and in them were placed not only the improvised stretchers, but over a thousand pairs of blankets.

The ability to take responsibility so characteristic of Marshall Field employees occupying a managerial position was evinced in this incident as well as the desire of the firm to be of service. This department manager, without consulting with any one of his superiors, took the chance of using and probably destroying many dollars' worth of the company's property. Later on, the cost of the canvas, curtain poles and blankets was recovered, but the recovery was something which the department manager could not foresee and probably did not have in mind at the time the emergency arose.

Again, late at night during a severe blizzard, when the hotels in Chicago were filled almost to their capacity, a number of trains brought several hundred more people into the city. Only for a few of them could accommodations be obtained. At one hotel, the La Salle, over a hundred people were standing in line and no accommodations were to be had. As said, it was late at night. None of the stores were open. There was no way by which the hotels could increase their store of blankets and other bed-coverings. In this emergency, the manager of the La Salle turned to Field's.

He succeeded in getting the head of the blanket department in the retail on the 'phone. The department head was snowed in at his home, thirty miles away from the store. It looked like a hopeless case. The department head assured the hotel man, however, that the blankets would be gotten there somehow.

The department head got in touch with his assistant at the latter's home in Winnetka, as far to the north of Chicago as the manager's home was to the south. The telephone line between the manager's home and that of his assistant was kept open for over two hours

and, between them, they succeeded in finding truckmen who would attempt to reach the store. The store was reached. The night watchman was duly instructed over the 'phone, and at 1 a. m. the blankets were delivered to the hotel.

In lesser emergencies, too, Marshall Field & Co. proved that they would go to any lengths to be of service.

During the war the firm had a branch retail store at Fort Sheridan, in the northern outskirts of the city. It happened one day that 15,000 small banners bearing a special color arrangement were needed at the camp on short notice. At 3 o'clock in the afternoon the commanding officer sent a messenger to the Field branch store, asking if he could get the banners in question by 10 the following morning. There were no banners of the kind in Chicago, but the man in the branch store said the order would be filled. It was filled, and in the following way:

The fabric was taken from the stockroom, cut up and sewed together in one of the workrooms of the retail store. Sticks were supplied by taking them from the rolls of oilcloth, both in the wholesale and in the retail. The banners, after being made, were tacked onto these sticks, willing hands working all night. At 8 o'clock the following morning delivery began. By 10 a. m. the entire quantity of banners had been receipted for by the officer in charge.

About the same time there came to the store an order for a pair of general's stars. Colonel Nicholson had been made a Brigadier, and had been ordered to report at once to Washington. His fellow officers desired to give him a pair of silver stars, but there were none to be had.

Telephone inquiries showed that there were no such decorations in Chicago. The situation was explained to the manager of Field's retail. He at once gave orders to the jewelry department to have the stars made in its workroom. To comply with instructions, a mold of the right size and shape had to be made, the silver poured and the stars cut and polished all within a few hours. The task was a difficult one, but it was accomplished.

That this spirit of helpfulness is not confined to the firm members or management, but spreads throughout the organization was proven within a recent period. When the flood struck Pueblo, Col., in June, 1921, two of Marshall Field & Co.'s men were the first traveling salesmen to reach the city. They went there not with the immediate purpose of selling merchandise but with a view of being useful. And useful they were. Regardless of the effect on their clothing and footwear, they struggled knee-deep into the mud which had been deposited everywhere by the receding waters and assisted the merchants and storekeepers in recovering such goods as could be disinterred from the accumulated earth and slime.

"We couldn't tell whether we were pulling out pieces of silk or bolts of cotton, so covered with mud were they," said one of these roadmen in reporting on his return to Chicago, "but we helped in every way we could."

Some of the efforts put forth by Marshall Field & Co. in the direction of helping to win the war have been cited elsewhere, notably in the chapter relating to window display and advertising methods. Even before this country entered the war, however, the firm utilized its windows and other facilities for impressing the public with the importance of conserving food. Similar means were taken in connection with the need for men for the United States Navy.

During the war, in addition to displays and advertising, there were set apart, in the retail store building, sections which provided opportunities for meetings of war relief work organizations and facilitated the raising of funds for war relief activities.

Bazaars were held in the store by such organizations as the Association for the Fatherless Children of France and the Swiss-Allies Commission. Entertainments were given for the benefit of Belgian orphans and other war sufferers. Frequently there were entertainments and parties for men in the Government

service, and in some instances refreshments were served free of cost to the soldiers and "jackies."

Reference has already been made to the work of the firm's vice-president in connection with Liberty Loans and Red Cross. Needless to say, his efforts were supplemented by the use of all facilities that could be provided by the stores, wholesale as well as retail.

Marshall Field & Co. also aided in the selling of Liberty Bonds by inviting famous persons to make appeals to the crowds gathered in the store. Popular actors and actresses took part in these affairs. On one occasion Leo Ditrichstein took subscriptions at a booth on the main floor, and during the Third Liberty Loan campaign Mary Pickford sold bonds in the Men's Grill.

With the aid of the Women's Committee of the Liberty Loan campaign the firm was enabled to announce that through the retail store there was subscribed by the public a total of $1,509,400.

Work of this kind on the part of Marshall Field & Co. was, of course, not exceptional; it was general among the dry goods and department store trade of the country. Yet the firm is none the less entitled to credit for unusual efforts in these various patriotic directions.

It should be noted, too, that of the employees of the concern no less than 1789 entered the service of the United States during the war, and of these 27 made the supreme sacrifice.

A memorial service in honor of those fellow workers who had given their lives for their country was held by the Marshall Field & Co. employees on Sunday, Dec. 8, 1918.

This was held in the Auditorium, in place of the regular Central Church Sunday morning service. In addition to the church organist and three soloists, the Marshall Field & Co. Choral Society participated and musical selections were rendered by the First Regiment Band. The sermon was preached by Dr. Frank W. Gunsaulus, the noted minister of this congregation and president of Armour Institute.

Inasmuch as the seating capacity of the auditorium did not exceed 4500, notice was issued that preference would be given to employees according to their length of service with the firm. The audience was strictly confined to employees. Not even wives of employees were admitted, and though, as said, the seating capacity was 4500, it was found that for none of those who had joined the organization subsequent to 1913 was there a seat available—a striking proof of the length of service which is a characteristic of so many of the Marshall Field & Co. employees.

This memorial service was held entirely at the expense of the firm, and the outlay involved was no light one by any means. It amounted to somewhere between $6,000 and $7,000.

In line with its public activities the firm has consistently evinced a keen interest in the development of its home city. Recently, Marshall Field & Co. got out a handsomely bound book of 50 pages, 18 in. wide by 12 in. high, delineating the development of Chicago, illustrating many of its institutions, and furthermore making clear, by art work and text, the plans for the further improvement of the city that is already a great metropolis and supreme in many of its industries and mercantile affairs.

The interest which Marshall Field & Co. take in the improvement of their city is clearly exemplified in this bock, which costly as it is has been distributed among thousands of the concern's customers, despite the fact that it says but little in regard to the firm of Marshall Field & Co. or its business.

Among the improvements to which the firm has given its support are: The modernization of South Water Street, which forms the northern boundary of Chicago's central business district; the widening or extending of several other thoroughfares; the rehabilitation of the terminal of the Illinois Central Railroad; the reclamation of a part of the lake front, so as to complete Grant Park, and the erection of the new Union Station and of the new post office.

To the Field Museum, which, as already stated, was endowed with $1,000,000 by Marshall Field and which under his will received a further sum of $8,000,000, has been given the support of the firm. In particular, the Museum now includes an auditorium, seating 1000, presented to the institution by Mr. Simpson as a gift of appreciation to the memory of Marshall Field. This auditorium is considered an architectural gem. Equipped with a stage, it is used not only for lectures and for the holding of meetings of scientific organizations, but also for music recitals and dramatic performances.

Taking so high a viewpoint as it does in regard to its own responsibilities, and recognizing so intensely and with such practical results its own opportunities for service, it is no wonder that the firm of Marshall Field & Co. has reached out and endeavored to bring about a more general understanding and appreciation of what a merchant ought to do and of what he can do in the way of constructive citizenship.

In 1920, under the title of "The Merchant and the New National Spirit," the firm published a handsome book "as a tribute," to quote the foreword, "to the merchants of the country for their aid in a period of national crisis; and to record the new and better conception of the merchant's responsibility and his influence in community and national life."

This book tells of the reaction of retail merchants throughout the country to the war, and emphasizes the importance of maintaining the new attitude toward his community and the nation with which the average merchant had become imbued. "Good citizenship," Marshall Field & Co. evidently are convinced, "is the companion trait of good merchandising." They regard the merchant as "a permanent constructive influence whose interests are those of his community and who is deeply rooted in the local soil." They believe, further, that in the degree that he accepts his basic responsibility to his community as a merchant, viz., to furnish merchandise of the highest character, in that same degree will he inevitably accept the further responsibility and the honor of being more to his community than a seller of goods, —of being, indeed, its natural leader.

The well-conceived effort of Marshall Field & Co. to further the acceptance of this view in every section of this country constitutes in itself a public service. For it is clear that the adoption of the policy outlined must redound to the advantage of the community and of the nation as well as to that of the merchant himself.

CHAPTER XXVI

THE NEW YORK OFFICE AND ITS MANIFOLD OPERATIONS

THE desirability of keeping in the closest possible touch with the primary markets was recognized in a practical way by Field, Leiter & Co. soon after the formation of the firm. In the year 1868 or so a New York office was established. At first, it was located at 25 White Street. Three years later it was removed to 104 Worth Street—in the heart of New York's older wholesale dry goods district.

During the earlier years of the New York office's location on Worth Street the firm occupied the second and third floors. Later on, the building was purchased by Marshall Field & Co. and was thereafter taken over in its entirety. The New York office remained at 104 Worth Street until 1917.

Up to 1902 the functions of the New York office had been confined to the purchase of merchandise and observing and reporting to headquarters the conditions in the market.

Draperies section—main floor of New York office.

There had been some selling at wholesale of one line of merchandise, viz., gloves, through the New York office ever since 1881 or so. Still, as said, the New York office had been maintained chiefly to perform the functions of resident buyer for the Chicago firm.

In 1902, however, a sales department in New York was established as a definite or-

ganization. This was located at 87 Fifth Avenue. So rapid was the growth of this branch of the business that a substantial enlargement became necessary. This was effected in 1907.

Ten years later, or in 1917, the New York buying and selling facilities of the firm were consolidated and both offices were removed to the present location at Broadway and Twenty-fourth Street, where they occupy the street floor and the second and third floors of about one-half of the building, which extends along the entire block, from Twenty-fourth to Twenty-fifth Street, together with the building's entire basement. This gives the New York office an aggregate floor space of 85,000 square feet.

The street floor and the floor immediately above are used for selling purposes and the third floor for buying purposes and as offices, where the buyers from the wholesale and retail stores in Chicago make their headquarters while in the New York market. The basement is used for receiving and shipping and for stock purposes.

The goods sold are those manufactured or converted by Marshall Field & Co., the various kinds of which have been enumerated in previous chapters. All of the Atlantic coast from Hudson Bay to the Gulf comprises the selling territory of the New York branch.

It is a remarkable fact and one that again bears witness to the long terms of service which are the rule in the Marshall Field & Co. organization that during the fifty-three years of the existence of the New York branch only three men have directed its activities. The first, Lorenzo G. Woodhouse, a member of the firm, has been previously mentioned in the course of this life story of Marshall Field & Co. He was succeeded in 1890 by R. B. MacPherson, who, in turn, was followed by H. C. Smith in 1907.

It is proof of the continual growth of the Marshall Field & Co. business that whereas when the New York office was opened two men sufficed to carry on its operations and in 1879 the staff numbered only thirteen, to-day more than 325 are required to carry on its activities.

The New York office, so-called, is, in truth, a great wholesale house as well as a fully equipped resident buying organization for Marshall Field & Co.'s retail and wholesale businesses. It must, therefore, be considered under each of these aspects.

AS a wholesale concern this office does an annual business exceeding that of many jobbing houses in New York City and other centers. The staff of salesmen at this writing numbers 63 and the packages shipped out as a result of their work aggregated 30,000 in the first six months of 1921, with a total weight of 1,300,000 lbs. These large figures result, in a measure, from the fact that on all goods originating in the Eastern territory above mentioned orders are sent to the New York office. The invoices for such transactions, however, go to Chicago, where they are checked. Payment also is made to the Chicago headquarters.

A further idea of the extent of these functions of the New York office is obtained by a visit to the basement, where the amount of space devoted to reserve stock will surely impress every beholder. It may also be said for the benefit of those who have not the opportunity to make such a visit that of the total floor space of 85,000 sq. ft. the basement space makes up two-thirds.

In their arrangement and equipment the selling departments in the New York office are on a par with those in the firm's main wholesale building in Chicago.

All of the woodwork is of the highest grades of mahogany, and the display cases are of mahogany and plate glass.

One-half of the main floor is devoted to draperies, rugs and carpets, the other half to blankets and other products of the firm's North Carolina and Virginia mills, together with linings. Both of these sections are carpeted throughout, the floorcovering being in a soft shade of tan.

The draperies section is, if anything, more

sumptuous in its furnishings and its display fittings than is the corresponding section in the wholesale house in Chicago, this because the New York office was equipped within a later period. Goods are shown to customers on fixtures similar to those used in the draperies section in Chicago and described in a previous chapter. There are handsome electrically lighted wall cases, inside each of which is a construction similar to the window of a dwelling and on this "window" are shown drapery, lace curtains, etc., as if in actual use in the home. There are also unusually large and spacious showcases in which displays of drapery fabrics are constantly on view.

The blanket and lining section is equipped with swinging racks for quickly showing goods to customers, as well as with showcases, tables and other fixtures.

The second floor also approximates in its arrangement a high-class retail store. Like the street floor, it is carpeted throughout. In one part of this floor there have been constructed around the posts display cases of mahogany and plate glass. The bases of these fixtures are provided with sliding doors, and thus provide suitable receptacles for samples in addition to those on display.

There are also on this second floor display cases so spacious and handsome that they frequently elicit admiring comment from customers.

Blanket section—main floor of New York office.

The lines on the second floor include handkerchiefs, silks, towels, cotton damasks, men's, women's and children's knit underwear, and men's, women's and children's gloves.

This New York wholesale business of Marshall Field is not merely a branch of the firm's great business; it is in many respects a separate entity, having, as above stated, its own selling territory, and also functioning in its own behalf in the matter of credits, shipping, etc.

In connection with its work as a resident

buying office for the retail store and the main wholesale business of Marshall Field & Co. the New York office is the headquarters of the firm's buyers on their frequent periodical trips to the Eastern market. Purchases are made by the New York office in the intervals between these trips, in co-operation with the merchandise managers and section heads in Chicago. To this end the office constantly employs a staff of from twelve to fourteen experts in various lines of merchandise.

The assembling, casing and shipping of small shipments which if shipped singly would entail great unnecessary expense is one of the important functions of the New York office. This work is taken care of by a department in the basement. Some 3500 large cases are thus packed and shipped from New York to Chicago in the course of a year.

An interesting section in the basement is what is known as the label department. It is the duty of this department to take care of the supplying of the proper label, where necessary, in the case of goods going through the New York office to Chicago.

Because of the great diversity of labels, both printed and woven, required in connection with the numerous lines of merchandise handled by Marshall Field & Co. this little department fulfills a task that is both onerous and important.

The New York office has other functions the due performance of which vitally affects the success and progress of the entire Marshall Field & Co. business. These are directed by the traffic department, whose manager is widely recognized as one of the ablest and most experienced traffic men in this country. To this department are intrusted the classifying of merchandise shipments so that each shipment shall pay no more than the rate to which it is entitled. The department also looks after the routing of shipments. It directs the receiving and forwarding of merchandise coming to the firm from all parts of the world. Allied with the last named duty is the matter of making arrangements for hauling. The filing of claims with transportation companies for shortage, damage, etc., is also attended to by the traffic department.

The New York office also has much to do with the movement of the vast quantities of merchandise imported by Marshall Field & Co. in the course of each year. It keeps a

Lace and handkerchief sections—second floor of New York office

watch on transportation rates within foreign countries and on the ocean. It looks out for the arrival of foreign shipments and sees that they are duly forwarded. Chicago being a United States port of entry, practically all of the firm's goods of foreign origin are shipped to that center in bond and are there examined, appraised and assessed for duty by the customs officials just as they would be if "entered" at the port of New York.

Marine insurance has the attention of the New York office along with fire insurance for territory on a line east of Pittsburgh and Buffalo and other matters of allied nature.

The New York office is in almost instantaneous touch with the wholesale branch in Chicago by means of a direct wire with an operator in the Marshall Field & Co. plant at each end of the line. Messages applying to the retail branch are transmitted from the wholesale house in Chicago. Cables and wireless messages to the firm's offices in Europe and Asia are telegraphed from Chicago to the New York office, and relayed from there to destination.

Furthermore, in order that the New York office may be kept constantly informed as to what is going on the traffic manager receives from Chicago a copy of each letter sent by a department head in the firm's retail or wholesale establishment there to any one of the firm's foreign offices or to other destination abroad.

The New York office decides as to the routing of incoming foreign shipments arriving at the Atlantic or the Pacific seaboard. This is especially true of such bulky but low-priced merchandise as palm-leaf fans, rattan and seagrass furniture and burlaps. Great savings may at certain times be effected in connection with goods of this character, on which the cost of transportation, because of their bulk and low value (ocean freight rates are based either on weight or on cubic measurement) is a matter of very considerable moment.

Also by shipping such goods from the Pacific Coast to a storage warehouse in Omaha, Minneapolis or some other point west of Chicago, instead of to that city itself, distribution can be effected with a considerable

The New York offices of Marshall Field & Co. occupy the three lowest floors and basement of one of the city's most modern skyscrapers.

reduction in the outlay for freight charges.

Study of these matters is all the more desirable because the imported merchandise handled by Marshall Field & Co. includes not only goods for sale, but materials for use in the factories of the firm, such as raw cotton from China, which goes to the blanket mills at Draper and Spray, N. C., and the aforementioned burlap which is a "raw material" employed in the firm's bag factory in Chicago.

IN previous chapters reference has been made to some of the foreign offices maintained by Marshall Field & Co. Such offices are now maintained in London, Nottingham, Belfast, Paris, Calais, Lyons, St. Gall, Hong-Kong, Shanghai, Yokohama, Kobe and Manila.

The London office takes charge of the majority of matters relating to England, including some of those connected with the firm's transactions in Nottingham. The office in the latter center, however, is responsible for certain work, notably the supplying of yarns to the Marshall Field & Co. lace plant at Zion City, Ill. The Belfast office has to do with the development of handkerchiefs, a line of merchandise which, as shown in a previous chapter, has come to be a big factor of the Marshall Field & Co. business. The firm's affairs in Scotland are also taken care of by the Belfast office.

The Paris office is a mighty busy place. One reason for this is the periodical trips to the European markets made by numerous members of Marshall Field & Co.'s retail and wholesale organizations. Many of the section heads of the retail store in Chicago visit Europe once a year and some of them twice a year. The Paris office, too, comes into close contact with the firm's offices in Calais and Lyons, the former in connection with laces and the latter with silks, ribbons, veilings, etc. Still more important are the functions of the Paris office in relation to the production at Grenoble and other French centers of kid gloves, of which Marshall Field & Co. are large importers.

What has been accomplished by the firm's offices in St. Gall, Switzerland, in connection with the production of handkerchiefs and watches, and by its offices in Japan with regard to brushes and other goods, has been touched on in previous chapters. Similar instances of co-operation with the manufacturer might be related in connection with all of the firm's offices abroad; for the principal functions of these offices include not only the acquisition and shipping of merchandise, but also a constant effort to make sure that the merchandise turned out for Marshall Field & Co. shall meet all of the firm's requirements. These, as we have shown, are stringent in the extreme.

CHAPTER XXVII

THE CHIEF EXECUTIVES OF THE INSTITUTION

AMONG the many outstanding characteristics of the Marshall Field & Co. institution is its permanence. When one considers the number of great institutions engaged in various lines of business that have disappeared since the death of their founder one is able to realize that there must have been something out of the ordinary in the development of Marshall Field & Co.'s business, some vital, virile quality which made possible the foreseeing of trade developments and the ready adaptation of policies and methods to each new condition as it arose.

President John G. Shedd
From a recent photograph

How different from the record of Marshall Field & Co. has been that of A. T. Stewart & Co., for example! This New York institution grew and flourished; it became famous the country over; its transactions ran into the millions. Yet shortly after the death of the man who had built it and directed its operations it passed out of existence.

The Marshall Field business continued its healthy, pulsing, living existence because Mr. Field knew how to develop capable, aggressive and progressive aids and understudies. His confidence in the results of what he was constantly accomplishing in this direction is graphically illustrated in a remark attributed to him.

"Mr. Field," some one asked him, "what would you do if Mr. ——— (one of his partners) were to leave you?"

"I guess we'd have to hire another office boy," was the unexpected answer.

This reply was made with no derogatory meaning or intent, we may be sure. What the great merchant had in mind, no doubt, was this: that such a contingency was fully provided for by his consistent method of training his people and continually having men in line to take the place of anyone, no matter how high up, who might from one cause or another drop out.

Mr. Field was like a great general, who knows that casualties are unavoidable and

keeps in reserve not only troops but also men who are able to command them. In short, the idea Mr. Field meant to convey was just this: that if one near the top were to leave the institution there would be such advancements all along the line that the last vacancy would be—perhaps not that of an office boy; that term was probably a figure of speech, but one that could readily be filled.

The continuance of the business of Marshall Field & Co. is remarkable from another standpoint. Older men in the dry goods business can recall the many New York wholesale or jobbing houses that passed out of existence years before Marshall Field's death, houses like Bates, Reed & Cooley; E. S. Jaffray & Co.; Sweetser, Pembrook & Co.; Lee, Tweedie & Co., and Tefft, Weller & Co. The trade of these houses dwindled away and gradually they dried up. Why? Partly because they were "one-man" concerns and when their leaders became superannuated there was no one to take their place, and partly because they had not adapted themselves to the changes in trade currents and in buying methods.

To these cases may be added the extinction of more than one large wholesale house in St. Louis—notably that of Samuel C. Davis & Co.

During the period in which these business casualties occurred Marshall Field & Co.'s business kept on increasing and growing stronger and stronger.

A third and still more remarkable characteristic of Marshall Field & Co. is apparent in the fact that since the death of its founder the business has not only continued on a successful basis but has grown and expanded in a degree which it is doubtful whether Mr. Field himself fully foresaw.

In an earlier chapter the story has been told of the broad manufacturing and converting activities of the firm. The purchase of the cotton mills at Spray, N. C., in 1908, is a striking instance of foresight on the part of the management. It shows in an unmistakable way their alertness, their keen realization of the course that must be pursued in order to make permanent the life and progress of their great institution.

This purchase, as has also been related in this narrative, was the beginning of the firm's development of great manufacturing plants in the South. And, as also has been told, in addition to the development at Spray, Draper, Leaksville, Fieldale and Roanoke, the firm has acquired other factories and brought their products to the highest possible standard.

Along with the extension of the firm's manufacturing activities there has been continuous expansion of the older branches of the business. The retail store to-day has won such myriads of customers that its sales volume is beginning to approximate that of the wholesale.

This, again, is proof of the foresight continually exercised by the management. They were fearless in providing the physical facilities which increasing business would require. The addition of the six floors used for retail purposes in the 21-story annex opened in 1914 is but one proof of the will to serve acceptably the ever-increasing throngs.

The firm's wholesale business, though cramped by lack of space—even though it occupies not only a block square 8-story and basement building, together with adjacent buildings, also shows continuous growth, as earlier chapters have shown.

With these facts in mind, readers of previous chapters in this eventful history will naturally ask: What manner of men are they who during the later years have had the ability not only to maintain the firm's high standing in the mercantile world but to broaden it out in various directions?

President Shedd's record and characteristics have been discussed in previous chapters. He continues to be a tower of strength to the business and a source of inspiration to the entire organization. One has only to mention Mr. Shedd's name to anyone connected with the house, no matter what that man or woman's position may be, and the reaction will be the same: the face lights up with animation and the voice is indicative of admiration of Mr.

Shedd's business qualities, and of love and respect for him as a man. Many of those talked with had known Mr. Shedd for long periods, having in some instances been connected with the house for upward of forty years.

THE diamond medal was presented to Mr. Shedd, and his fiftieth anniversary was celebrated on Aug. 7, 1922; thirty-four men, each with a fifty years' service record, participated. This group represented practically every division of the wholesale, retail and manufacturing branches of the business, from shipping departments to executive offices. The celebration took place at the home of Mrs. Charles H. Schweppe, Mr. Shedd's daughter. It was preceded by a luncheon.

The fifty-year medal was pinned on the breast of Mr. Shedd by James Simpson, first vice-president of the company, amid the applause of the thirty-three other medal bearers. Mr. Simpson himself has been with Marshall Field & Co. for thirty-one years.

In presenting the diamond medal to Mr. Shedd, Mr. Simpson said:

"J. M. Barrie, the great Scotch dramatist, in an address to the graduating class of St. Andrew's University in Scotland in June of this year said: 'God gave us memory so that we might have roses in December,' and added that the people he cared for most and who seemed most worth caring for—his December roses—were very simple folk.

At the luncheon on the occasion of the celebration of President Shedd's fiftieth anniversary.

"I think that Mr. Shedd's December roses must, too, be the memory of very simple folk. His December roses, next to his immediate family, must be memories of the men who were with the business when he first came to it, back in 1872—Mr. Marshall Field, J. N. Field, Leiter, Higinbotham, McWilliams, Templeton, Fair, Woodhouse, and last but not least in Mr. Shedd's memory must stand clearly outlined the figure of Mr. Henry J. Willing, who, in some respects, stood out from all the others, and who, perhaps more than any other one, unless it be Mr. Field himself, exercised

the greatest influence on Mr. Shedd's life.

"Again, not the least of Mr. Shedd's December roses must be the memory of his close, intimate personal contact through the years with the men who sit around this board to-day. More of his December roses must be the memory of those many years of hard work, honest toil and successful accomplishment.

"One of *my* December roses," continued Mr. Simpson, "will be the memory of this occasion, as well as the memory of my life association with Mr. Shedd.

"I always looked to Mr. Field as a son would look to a father, and I have always regarded Mr. Shedd as my big, older brother. These two men have had a greater influence on my life than any others.

"Mr. Barrie also said on the occasion of this same address that the Almighty might have provided us with better fun than hard work, but he didn't know what it was. He said to be born poor was probably the next best thing. Both of these luxuries Mr. Shedd and everyone at this table have enjoyed.

"I know of no business institution in the world that can present such a scene as this—a living record of thirty-four men who have been with it continuously fifty years or more. It speaks eloquently of the rare spirit of fidelity and loyalty both on the part of the employees of the institution and of the institution itself.

"The happy atmosphere created in this business by its founder and perpetuated by his successors has created a bond that unites us all into one great, happy family.

"This occasion presents to us the rare opportunity of extending our congratulations to our chief executive on the fiftieth anniversary of his coming to the business. It is a source of great satisfaction to all of us that he himself, vigorously active, finds happiness and joy in entertaining similarly alert, capable and youthful pioneers in this organization.

"There must be some good reasons for men serving so long and so faithfully the same employer. It is a tribute to the ideals and policies that have been the guiding force of our institution. Nothing could more discredit that oft-repeated fiction that there is no sentiment in business than this gathering. Our business has thrived on sentiment, and cherishes it as a priceless possession. The institution holds in high regard each employee. It gives special attention to character-building, it encourages self-reliance, it inspires effort and it is always ready to recognize merit. These are the chief factors in its wonderful success in developing character in men as well as character in merchandise.

"I feel it is a great honor to be the one whose privilege it is to express to our chief congratulations and good wishes on the completion of this cycle of his noteworthy career, and I want to congratulate you men who have aided him so faithfully these many years in serving the institution that is so proud of all of you.

"In closing, I venture to express the hope that when I have completed my own fifty years of service I may have earned the right to wear this badge of distinction by the same kind of fine, honorable service which Mr. Shedd and all the others have given this great institution. I hope that Mr. Shedd and all of you will have many years of health in which to enjoy the honors you are all so justly entitled to."

In responding, Mr. Shedd said:

"I am very happy to have you gentlemen here. We have been associated so long that it seems as if we were members of the same family, rather than business associates. Fifty years is a long time, and we have seen many changes in our business, in the community and in the nation. But, whatever changes have occurred, we have observed one thing in common—the growth of our institution. We have seen it develop from early beginnings in frontier days to become the foremost institution in the world, reaching to every continent for its merchandise, distributing to the nation's leading retail merchants through its wholesale house, serving the great metropolis of Chicago through its retail store, and manufacturing for itself on a large scale in order to put quality in merchandise at its source.

"Our institution is what the people of Chicago and the Central West have demanded and co-operated with us to build. From the beginning it has been an expression of the public's taste and need—an institution of service.

"It is working out the ideals of this institution that has kept us happy and young, and these policies, also reflected in the treatment of every member of our organization, have kept us loyal. While single minds may have directed, the composite activities of many of you have been the real foundation of our success. Being fifty years at Field's means something. To-day we have a picture of the results achieved by the policies of our house. It is a great lesson to the ambitious young, eager for a career. It shows that patience, perseverance and integrity have their sure reward.

Vice-President James Simpson

"I do not have to go back to the remote past to find the many opportunities for success our institution affords. They exist to a far greater degree to-day. We never go outside to fill responsible positions. Every high official in the organization to-day began here in some humble capacity and worked his way up. And there are just as good opportunities now, for you and I will some day make way for younger men, and they will be men who are now in our organization.

"You and I have seen Chicago grow from a sprawling town to its present gigantic size and become a wonder city in beauty as well as greatness. We are joyful to be still active while the city is unfolding plans for greater splendor — greater progress.

"I heartily thank you gentlemen who congratulate me to-day, and I want, in turn, to congratulate you on being so active after fifty years or more of service in an absorbing business."

TO First Vice-president Simpson reference was made in another chapter in connection with his election as second vice-president after the death of Marshall Field. It was also stated that Mr. Simpson had been Mr. Field's secretary for business, had thereby acquired an exceptionally close intimacy with the affairs of the house and by contact with prominent financiers and other men of large interests had gained broad viewpoints and a clear understanding of affairs.

In his early years Mr. Simpson showed extraordinary initiative. He was originally employed in the office. He had been with the

John McKinlay

D. M. Yates

W. H. Mann

Frederick D Corley

W. G. Burt

Geo. L. Veatch

Thomas Eddy

concern only a short time when one day he learned that Mr. Field was in need of a young man for his office. For that position he made application to the office manager, but was laughed at for his pains. However, young Simpson was not daunted by this refusal. He approached Mr. Field and told him he would like to have the position. After inquiring as to the young man's capabilities, Mr. Field acceded to the request, and so satisfactory a secretary did the young fellow prove that he became Mr. Field's right-hand man, and occupied that post until his employer's death.

Especially good opportunities were afforded to Mr. Simpson to familiarize himself with merchandise because the greater part of the mail from the New York office passed through his hands. This mail had to do with a large proportion of the merchandising activities of the firm. Of these opportunities he availed himself in the fullest degree, and, not content with thus acquiring information, he sought knowledge from other sources. He made it his business to interview frequently merchandise men, department heads and salesmen. By such means he acquired so full and accurate a knowledge of the business that when asked a question by Mr. Field he could nearly always give a satisfactory answer.

Mr. Simpson's association with the firm extends over thirty years, and he is credited with having played an especially important part in the expansion of the business during the latter half of this period. He is to-day rated as one of Chicago's most prominent business men. The estimation in which his abilities are held is attested by his appointment in January, 1918, as a director of the Federal Reserve Bank of Chicago and also as deputy chairman of the bank's Board of Directors.

During the early stages of the war Mr. Simpson had charge of several Liberty Loan organizations in the Seventh (Chicago) Federal Reserve District. When the United States entered the world war Quartermaster General Goethals urged Mr. Simpson to take charge of purchases for the Army. Mr. Hoover was eager to have him as an assistant in the Food Administration. The Red Cross also sought Mr. Simpson's services. He felt, however, that for the time being at least he ought to remain in Chicago and devote most of his attention to the business of the firm, and at the same time be in a position to aid these various war activities with his advice and counsel.

While in France for the Red Cross Mr. Simpson came closely in touch with the fighting forces. On many occasions he was under fire, acting for hours at a time as a stretcher bearer. Once he was in the front line for seventy-two hours before being relieved.

Reference has been made to Mr. Simpson's strong belief in the future of Chicago. He is an active member of the organization which is pushing toward completion the waterways project which will connect Chicago with the Mississippi by way of a canal and the Illinois River. Still more impressed is he with the possibilities for Chicago that lie in the proposed ship canal connecting the Great Lakes with the St. Lawrence.

Stanley Field, who had been 1st vice-president, retired from active participation in the management in November, 1917, and has since devoted his time to the management of his private affairs and the discharge of his duties as trustee of the estate of his father, Joseph N. Field, and as president of the Field Museum.

Mr. Simpson then entered on his present office of first vice-president.

John McKinlay was employed by Marshall Field & Co., retail, Aug. 29, 1888, when just fourteen years old, as a cashboy, at $2 a week. During the following thirteen years he held consecutively the following positions: Office boy in the credit office, collector, bookkeeper and credit man. In 1901 he was made office manager for the entire retail business. This position he held until 1911, when he was transferred to the wholesale department as an accountant in the executive offices. In January, 1916, he was given the title of treasurer, and

on Nov. 15, 1917, that of 2nd vice-president.

D. M. Yates, now general manager of the retail, entered the employ of Marshall Field & Co. thirty-four years ago, or, to be exact, on Oct. 4, 1887, as a salesman in the lining department of the retail store. In 1893 he went into the house furnishings department and was placed in charge of the basement upholsteries section. This change brought Mr. Yates in contact with Mr. Shedd. At that time Mr. Shedd had charge of a number of departments in the wholesale, among his goods being lace curtains, which naturally were handled in the basement upholsteries section.

In 1900 Mr. Yates became connected with the superintendent's office. He also had to do with the maintenance of the building and with the buying of supplies. He became general manager of the retail on the death of Lindsay T. Woodcock in 1915.

One of the strongest men in the Marshall Field & Co. organization to-day is W. H. Mann, general manager of the wholesale. Mr. Mann has been connected with the firm since 1912. He is a graduate of the University of Wisconsin. He began his business career with the Chicago & Northwestern Railroad. Three years later he went into the publishing business, where he won a reputation for foresight and executive ability. On entering the Marshall Field & Co. organization he was connected with the department handling the products of the firm's mill at Monticello, Ind., which, as has been said, manufactures knitting yarns, crochet cottons, spool cotton and other needlework supplies. After acting as a salesman in the department for some time, he went on the road, subsequently being made assistant general sales manager.

Mr. Mann became general manager of the wholesale in December, 1917.

Frederick D. Corley was made merchandise manager of the retail, which position he now occupies, on Feb. 8, 1916.

He was born at Tower Hill, Ill., Dec. 19, 1881, and entered the employ of Marshall Field & Co. July 23, 1900, as a stock boy in the millinery department, at a salary of $4 a week. Shortly afterwards he became bookkeeper in the same department. In 1903 he was made assistant department manager of the basement millinery, and from 1905 until 1911 was assistant manager of the millinery for the entire store.

In 1911 Mr. Corley was made manager of the sections for women's suits, skirts and dresses, and in 1912 manager of women's, misses' and children's outer apparel sections. On Aug. 5, 1915, he was appointed assistant general manager under Mr. Yates and assistant merchandise manager.

W. G. Burt was born July 4, 1876, in Chicago. His parents were of old New England stock, of English and Scottish descent. He was educated in the public schools and at Northwestern University.

Mr. Burt was first employed by Marshall Field & Co., wholesale, Sept., 1896, as stock bookkeeper in the prints section, where he became a floor salesman. After about two years he was transferred to the wholesale linens, white goods and handkerchiefs. He represented these sections in the Western States for five years. This was followed by inside office and department merchandise experience for two years. He was then transferred to New York, in charge of opening wholesale selling organizations. In 1910 he was transferred to Chicago and placed in charge of the prints and the printed-and-dyed decorative fabrics, widely known under the branded name of Colonial Drapery Fabrics.

In 1916 Mr. Burt was placed in charge of all the higher class interior decorative and upholstery goods in the wholesale and in the following year he was appointed associate general merchandise manager of wholesale sections.

Mr. Burt has been especially connected with the development of the New York selling organizations, converting work and styling and creating of merchandise.

Geo. L. Veatch was first employed by Marshall Field & Co. in July, 1887, as office boy in the auditing department. After two and a half years' experience in the auditing depart-

ment, the upholsteries section and stock room Mr. Veatch was made a city salesman. Six months later, at the age of 19, he covered the Far-Western territory with the upholstery and bedding lines.

He was returned to the house at the age of twenty-seven as assistant manager of the upholsteries section and was active in the establishment of the bedding factory in Chicago and the bedspread mill in Zion City, and subsequently in the development of the domestic lines manufactured by Marshall Field & Co. at Spray.

In 1910 Mr. Veatch was placed in charge of bedding, and in 1915 was made the head of the entire group of domestic sections.

In 1917 he was appointed associate general merchandise manager of the wholesale.

Thomas H. Eddy entered the employ of Marshall Field & Co. in September, 1888, in the general office. He was in that office about five years, doing all the kinds of work now done in Auditing No. 2 and Accounting Office —office boy, invoice clerk, merchandise ledger, bank accounts, stock and sales statements, remittances and general work in closing books.

Entering the foreign office in 1893 as Mr. Barnhart's assistant, doing all the various branches of the foreign work, Mr. Eddy, about 1909, also began assisting Mr. Barnhart in employing help. In 1912 or 1913 he took over the employing of all department employees and salesmen.

He assumed his present position in 1917. This entails supervision of wholesale properties, wholesale and retail delivery systems, wholesale packing, shipping and receiving, wholesale and retail warehouse systems, and wholesale traffic matters.

It is manifest, indeed, as President Shedd recently remarked, that "the founders of a business stamp their individuality on that business, it never fully outgrows them." He continued:

"Marshall Field, with his great example of what high purpose and character should be, gave to this firm its ideals. Levi Z. Leiter, Henry J. Willing, Lorenzo G. Woodhouse, Harlow N. Higinbotham, all imbued with these same ideals, also stamped their character, their individuality on the business; and thus those ideals have become the very backbone of the organization.

"The men now in charge of this business," added Mr. Shedd, "were thoroughly schooled under Marshall Field and his lieutenants, and these present managers are training another set to take their places when they will be gone. Thus, the Marshall Field ideals, both in the conduct of the business itself and in the merchandise it carries, will be perpetuated."

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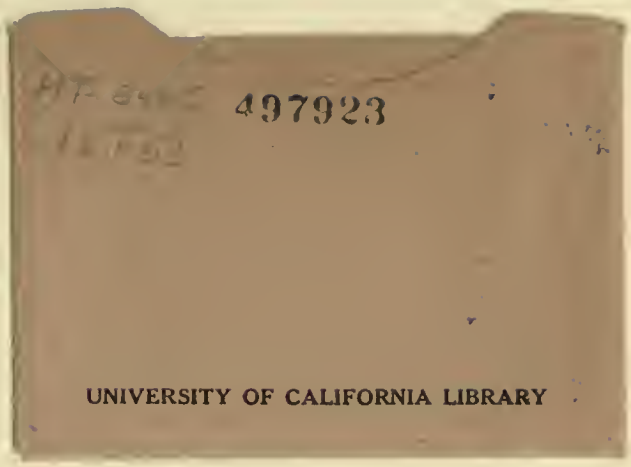
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